

# City and County of San Francisco

Office of the Controller – City Services Auditor

## **PARKS, STREETS, AND SIDEWALK MAINTENANCE**

### **ANNUAL REPORT**

**Citywide Parks Rating Improves But  
Too Many Parks Still Score Low;  
Street and Sidewalk Standards  
Expanded in FY 2006-07**



*October 25, 2007*

**CONTROLLER'S OFFICE  
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

The audits unit conducts financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

We conduct our audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

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CSA Performance Analysts and Auditors



# City and County of San Francisco

## Office of the Controller - City Services Auditor

**Citywide Parks Rating Improves But Too Many Parks Still Score Low;  
Street and Sidewalk Standards Expanded in FY 2006-07**

**October 25, 2007**

### **Purpose of the Report**

The City Services Auditor Charter Amendment requires that standards be established for parks, streets and sidewalk maintenance, and that the City Services Auditor (CSA) issue an annual report on performance under the standards. This report provides the results from inspections in FY 2006-07, discusses other relevant efforts to parks and streets maintenance, and includes recommendations to improve the City's performance in this area.

### **Highlights**

- For the third year, the City is reporting on performance for parks and streets as measured against established standards.
- City parks performed somewhat better in this year's ratings. The citywide compliance rate reached 82 percent in FY 2006-07, up 2 percent from last year. However, some districts in the City still have many parks with poor ratings, and many parks fluctuate in quality due to erratic maintenance.
- Streets maintenance standards were expanded this year. The City now has specific standards for sidewalk cleanliness, including trees and landscaping, in addition to existing standards for street cleaning, graffiti and trash receptacles.
- The Recreation and Park Department (Rec & Park) conducted two full rounds of inspections, reinforced training of evaluators to improve consistency and quality and developed internal protocols to check on staff schedule compliance.
- Street cleaning inspections showed most routes passing, with 33 out of 44 inspections meeting the standard. Average inspection scores did not meet the standard in districts 3, 9 and 11. Some areas consistently meet the standards.
- Graffiti prevention and removal remain a persistent problem for the City, especially non-Department of Public Works (DPW) public property and private property. Average graffiti rates vary between routes, but no corridors passed all standards.
- Rec & Park has taken steps to implement previous recommendations. Accessibility of inspection information has improved, due to simpler report formats and posting of results within 30 days of evaluation. However, weaknesses remain, such as the lack of standardized follow-up on non-compliance and the absence of updated staff schedules.

### **Recommendations**

The report includes four to five recommendations each to Rec & Park and DPW. These include:

- Use park inspection results to manage operations and redeploy staff.
- Streamline and reinforce the compliance program for park staffing schedules.
- Use the inspections and public opinion tools (surveys) to prioritize park capital investments.
- Create a weighted parks evaluation method to better reflect different parks and features.
- Reallocate DPW resources to high-need streets, away from routes that score well before and after street sweepings.
- Obtain in-depth information on perceptions of street cleanliness.

*Copies of the full report may be obtained at:*

*Controller's Office • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500  
or on the Internet at <http://www.sfgov.org/controller>*

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**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ed Harrington**  
**Controller**  
**Monique Zmuda**  
**Deputy Controller**

October 25, 2007

Honorable Mayor Gavin Newsom  
Members of the Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 200 and Room 256  
San Francisco, CA 94102-4964

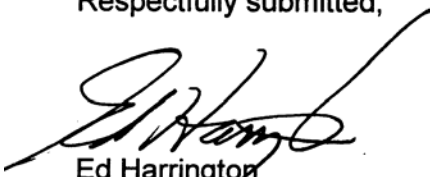
Dear Mayor Newsom and Members of the Board of Supervisors:

The City Services Auditor Charter Amendment (Charter Appendix F) requires that standards be established for parks, streets and sidewalk maintenance, and that the City Services Auditor (CSA) issue an annual report on the City's performance under the standards. This report provides the results and analysis from our park and street inspections in fiscal year 2006-07, discusses other efforts to upgrade parks and streets maintenance and provides recommendations to improve the City's performance.

In summary, we found that City parks performed somewhat better in this year's ratings. The citywide compliance rate, which indicates that an array of park features met basic standards for cleanliness, functionality, and maintenance, reached eighty-two percent (82%), up two percent from last year. But too many parks still score low, and many parks fluctuate widely due to erratic maintenance and staffing gaps. The report recommends the use of park inspection results to manage operations and allocate staff to areas of greatest need. Our street maintenance standards were expanded this year, adding sidewalk cleanliness and street trees to the existing standards for mechanical street sweeping, graffiti and trash collection and receptacles. Graffiti prevention and removal remain a persistent problem for the City. The report recommends the re-allocation of street cleaning resources to high-need areas.

We thank the Recreation and Park Department and the Department of Public Works staff and managers for their work on implementing the standards and recommendations for improvement. San Francisco's citizens, leadership and staff all have a shared interest in improving the City's work in this area and we invite your ideas and comments. If you have any questions or comments on this report, please contact Peg Stevenson of my staff at (415) 554-7500.

Respectfully submitted,



Ed Harrington  
Controller

cc: Civil Grand Jury  
Budget Analyst  
Public Library

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# TABLE OF CONTENTS

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<b>Introduction .....</b>	<b>1</b>
 <b>Chapter 1 – Parks Standards Inspections Results</b>	
Results Citywide.....	7
Results by District.....	12
Results by Park Feature.....	16
Results by Individual Park.....	17
Park Staff Schedules.....	22
Staffing Levels and Inspection Results .....	23
Recommendations .....	25
 <b>Chapter 2 – Streets and Sidewalks Maintenance</b>	
New Standards.....	27
CSA Inspection Results.....	27
Community Corridor Partnership.....	36
Mechanical Sweeping Study .....	37
Recommendations .....	38
 <b>Appendices – Parks</b>	
Appendix A: Park Inspection Ratings by Park.....	A-1
Appendix B: Park Inspection Ratings by Feature.....	B-1
Appendix C: Results of Staffing Analysis by Rec & Park .....	C-1
Appendix D: Volunteer Hours by Park in FY 2006-07 .....	D-1
Appendix E: Rec & Park Department Response.....	E-1
 <b>Appendices – Streets and Sidewalks</b>	
Appendix F: CSA Street Inspections Citywide Results .....	F-1
Appendix G: CSA Street Inspections Results by District .....	G-1
Appendix H: Location of Community Partnership Corridors.....	H-1
Appendix I: DPW Department Response .....	I-1

## LIST OF ACRONYMS

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CSA	City Services Auditor
DPW	Department of Public Works
FTE	Full-Time Equivalent
MNC	Mission Neighborhood Centers
NSA	Neighborhood Services Area
PROP C	Proposition C (City Charter Amendment, Passed November 2003)
REC & PARK	Recreation and Parks Department



# INTRODUCTION

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## City Charter Requirements

The City Services Auditor (CSA) Charter amendment passed in November 2003 (Proposition C) requires that:

- Quantifiable, measurable, objective **standards** for park and street maintenance must be developed in cooperation and consultation between the Controller's Office and the Recreation and Park Department (Rec & Park) and the Department of Public Works (DPW).
- Regular **maintenance schedules** for park and street maintenance must be established, implemented, and made available to the public.
- Staff schedule **compliance reports** must be posted on the departments' websites.
- The Controller's Office must issue an **annual report** on the City's performance to the standards, with geographic detail.

## Background – Parks

In addition to the Proposition C mandate, the Controller's Office has been engaged in various projects related to city parks. The biannual City Survey conducted by the Controller's Office since 1998 has proven to be a useful tool to measure satisfaction of citizens with city parks. The 2007 results can be viewed at:  
[http://www.sfgov.org/site/controller\\_csa\\_index.asp?id=59064](http://www.sfgov.org/site/controller_csa_index.asp?id=59064)

*A focused park survey was initiated in 2007 to collect 1300 park users' experience in City parks*

This year, CSA also initiated a more focused survey effort to collect park users' input and comments about their direct experiences in City parks. A detailed survey questionnaire was developed in partnership with the Rec & Park and the Public Research Institute. The survey was administered in selected parks in May 2007 by trained interviewers. Over 1,300 surveys were completed in 29 parks spread throughout the City. Results of this new park survey will be available on the Controller's website in the fall of 2007.

These initiatives share the same overarching objectives:

1. Provide the community with an independent assessment of park conditions.
2. Help increase the City's decision makers' knowledge of public opinion and expectations regarding neighborhood parks.
3. Reinforce accountability.

4. Help Rec & Park to better allocate resources towards parks with the highest needs.

## **Scope and Methodology – Parks**

Park maintenance standards were originally developed during FY 2004-05 by Rec & Park and CSA. The standards cover 14 broad features, ranging from lawns to restrooms. See **Exhibit 1** for a summary.

Each element of the standards has a pass/fail standard, in some cases using a threshold. For example, the cleanliness standard is met for restrooms if no more than three pieces of litter or debris are visible on the floor, wall or ceiling of the facility.

## **Inspections FY 2006-07**

Using these standards, the Rec & Park staff evaluated all City parks twice and CSA staff evaluated all parks once in FY 2006-07.

*The Controller's Office selected 18 low-performing parks and increased inspection frequency*

In addition to the annual citywide evaluation of parks, CSA selected a limited number of low-performing parks (18) and increased their frequency of inspection to once every two months. Each time, results were shared with Rec & Park within three weeks of inspection, in order for department management to have an opportunity to respond to findings before the next inspection. Individual reports on these 18 parks are available on the Controller's Office website at: <http://co.sfgov.org/webreports/details.aspx?id=582>

The park maintenance standards manual, features, elements, and the rating methods are available at: <http://co.sfgov.org/webreports/details.aspx?id=385>

*This report uses two methods to report on park conditions, including converting percentages into letter grades*

For the FY 2006-07 results, two methods will be used in this report to show park conditions and to evaluate the extent to which standards were met in a given park. The first method consists of averaging the percentages of standards met for each element present in a park. Elements that are not applicable are not included in the calculation. The citywide average is calculated by dividing the sum of all standards met ("yes" answers) by the total of all standards met and not met citywide ("yes" and "no" answers). It is not an average of district averages. A district average is calculated by dividing the sum of individual park ratings in a particular district by the number of parks evaluated in that district.

**EXHIBIT 1****Park Maintenance Standards - Summary**

	Park feature	Elements examined under each park feature	
A. Landscaped and Hardscaped Areas			
1.	Lawns	<ul style="list-style-type: none"><li>Cleanliness</li><li>Color</li><li>Density and spots</li><li>Drainage/ flooded area</li></ul>	<ul style="list-style-type: none"><li>Edged</li><li>Height/mowed</li><li>Holes</li></ul>
2.	Ornamental Gardens, Shrubs, and Ground Covers	<ul style="list-style-type: none"><li>Cleanliness</li><li>Plant health</li></ul>	<ul style="list-style-type: none"><li>Pruned</li><li>Weediness</li></ul>
3.	Trees	<ul style="list-style-type: none"><li>Limbs</li><li>Plant health</li></ul>	<ul style="list-style-type: none"><li>Vines</li></ul>
4.	Hardscapes and Trails	<ul style="list-style-type: none"><li>Cleanliness</li><li>Drainage/flooded area</li><li>Graffiti</li></ul>	<ul style="list-style-type: none"><li>Surface quality</li><li>Weediness</li></ul>
5.	Open Space	<ul style="list-style-type: none"><li>Cleanliness</li></ul>	
B. Recreational Areas			
6.	Turf Athletic Fields (e.g., ball fields, soccer pitches)	<ul style="list-style-type: none"><li>Cleanliness</li><li>Color</li><li>Drainage/flooded area</li><li>Fencing</li></ul>	<ul style="list-style-type: none"><li>Functionality of structures</li><li>Graffiti</li><li>Height/ mowed</li><li>Holes</li></ul>
7.	Outdoor Athletic Courts (e.g., tennis and basketball courts)	<ul style="list-style-type: none"><li>Cleanliness</li><li>Drainage/ flooded area</li><li>Fencing</li><li>Functionality of structures</li></ul>	<ul style="list-style-type: none"><li>Graffiti</li><li>Painting/stripping</li><li>Surface quality</li></ul>
8.	Children's Play Areas	<ul style="list-style-type: none"><li>Cleanliness</li><li>Fencing</li><li>Functionality of equipment</li><li>Graffiti</li></ul>	<ul style="list-style-type: none"><li>Integrity of equipment</li><li>Painting</li><li>Signage</li><li>Surface quality</li></ul>
9.	Dog Play Areas	<ul style="list-style-type: none"><li>Bag dispenser</li><li>Cleanliness</li><li>Drainage/ flooded area</li><li>Height/ mowed</li></ul>	<ul style="list-style-type: none"><li>Signage</li><li>Surface quality</li><li>Waste Receptacles</li></ul>
C. Amenities and Structures			
10.	Restrooms	<ul style="list-style-type: none"><li>Cleanliness</li><li>Graffiti</li><li>Functionality of structures</li><li>Lighting</li><li>Odor</li></ul>	<ul style="list-style-type: none"><li>Painting</li><li>Signage</li><li>Supply inventory</li><li>Waste receptacles</li></ul>
11.	Parking Lots and Roads	<ul style="list-style-type: none"><li>ADA parking spaces</li><li>Cleanliness</li><li>Curbs</li><li>Drainage/ flooded areas</li></ul>	<ul style="list-style-type: none"><li>Graffiti</li><li>Painting/ striping</li><li>Signage</li><li>Surface quality</li></ul>
12.	Waste and Recycling Receptacles	<ul style="list-style-type: none"><li>Cleanliness of receptacles</li><li>Fullness</li><li>Painting</li></ul>	<ul style="list-style-type: none"><li>Structural integrity and functionality</li></ul>
13.	Benches, Tables, and Grills	<ul style="list-style-type: none"><li>Cleanliness</li><li>Graffiti</li><li>Painting</li></ul>	<ul style="list-style-type: none"><li>Structural integrity and functionality</li></ul>
14.	Amenities & Structures	<ul style="list-style-type: none"><li>Exterior of buildings</li><li>Drinking fountains</li><li>Fencing</li><li>Gates / locks</li></ul>	<ul style="list-style-type: none"><li>Retaining walls</li><li>Signage</li><li>Stairways</li></ul>

Source: Park Maintenance Standards developed by CSA and Rec & Park, 2005.

CSA is introducing a second method this year to facilitate comparison over years and between parks. Percentages were converted into grades as follows:

A = 90 to 100 percent  
B = 80 to 89 percent  
C = 70 to 79 percent  
D = 60 to 69 percent  
F = Below 60 percent

## **Background – Streets**

In FY 2005-06, DPW and CSA inspected streets in the City for three issues: (1) street cleanliness/litter; (2) graffiti on public and private property; and (3) cleanliness of City trash receptacles.

## **Scope and Methodology – Streets**

### **New Standards**

In FY 2006-07, new standards were added for sidewalk cleanliness and for trees/landscaping on City sidewalks. See **Exhibit 2** for a summary with the expanded standards.

*The standards were expanded this year to include sidewalks and trees*

Notably, the new standards represent expansion into features that are primarily the responsibility of private property owners. Private property owners are responsible for maintaining the cleanliness of any adjacent sidewalks to their property, including most trees and planters. DPW is responsible for enforcement of the cleanliness codes citywide.

A full copy of the updated standards manual used by DPW and the Controller's is available at:

[http://www.sfgov.org/site/controller\\_page.asp?id=29122](http://www.sfgov.org/site/controller_page.asp?id=29122)

Testing of proposed standards took place between October 2006 and February 2007. CSA started utilizing the finalized standards in March 2007 and did joint training in March 2007 with DPW. DPW's contractor for inspections, Mission Neighborhood Centers (MNC), started using the finalized standards in April 2007.

### **CSA and DPW Inspections FY 2006-07**

CSA inspections in the latter half of FY 2006-07 totaled 44 inspections, half of which were sampled from commercial corridors and half of which were strictly residential streets. Five sample blocks were evaluated during each inspection. CSA utilizes its own staff of analysts, auditors, and managers to conduct the evaluations.

CSA covered different routes during spring 2007 in order to expand the sampling of city streets

CSA deliberately covered different routes than DPW's new Community Corridors Partnership Program in the latter half of 2007 in order to expand the sampling of city streets. Because CSA inspections did not include the program's routes, which are picked for their high concentration of commercial activity, some of the most challenging commercial areas were not included in CSA inspections.

<b>EXHIBIT 2</b>		<b>Streets and Sidewalks Maintenance Standards - Summary</b>
	<b>Feature</b>	<b>Standard</b>
<b>1</b>	<b>Street Cleanliness</b>	<p>Streets shall be free of litter and will be rated on a scale of 1.0 to 3.0.</p> <ul style="list-style-type: none"> <li>• 1.0 = Acceptably clean, less than 5 pieces of litter per 100 curb feet examined</li> <li>• 2.0 = Not acceptably clean, 5-15 pieces of litter per 100 curb feet examined</li> <li>• 3.0 = Very dirty, over 15 pieces of litter per 100 curb feet examined</li> </ul> <p><i>An average rating under 2.0 must be attained to meet the standard for the route.</i></p>
<b>2</b>	<b>Sidewalk Cleanliness</b>	<ul style="list-style-type: none"> <li>• Sidewalk shall be free of litter and will be rated on a scale of 1.0 to 3.0 (same scale as above)</li> <li>• 90% of sidewalk shall be free of grime, leaks and spills</li> <li>• 100% of sidewalk shall be free of graffiti</li> <li>• 100% of sidewalk shall be free of illegal dumping</li> <li>• 100% of sidewalk shall be free of feces, needles, glass, or condoms</li> </ul>
<b>3</b>	<b>Graffiti</b>	<p>100% of the street surface, public and private structures, buildings and sidewalks must be free of graffiti. The following categories will also be rated separately:</p> <ul style="list-style-type: none"> <li>• DPW public property (street surfaces, City trash receptacles)</li> <li>• Non-DPW public property (street signs, meters, mailboxes, etc.)</li> <li>• Private property</li> </ul>
<b>4</b>	<b>Trash Receptacles</b>	<ul style="list-style-type: none"> <li>• Trash receptacle is clean and not overflowing</li> <li>• The area around the receptacle must be free of litter (less than 5 pieces)</li> <li>• The structure must have a uniform coat of paint</li> <li>• The structure must be free of large cracks or damage that affect its use</li> <li>• The door must be closed</li> </ul>
<b>5</b>	<b>Trees and Landscaping</b>	<ul style="list-style-type: none"> <li>• 90% of trees, tree wells and planters shall be free of litter</li> <li>• 90% of trees are free of damage or hanging limbs; no tree is dead</li> <li>• 90% of tree wells and planters are free of weeds and vines</li> <li>• 90% of trees are maintained providing clearance to sidewalk and street</li> </ul>

Under the new Community Corridors Partnership started in October 2006, DPW is gathering data and conducting inspections. In March, DPW's contractor MNC tested the

draft (but not yet finalized) standards. Because of the high interest in the Community Partnership Corridor Program, some data from DPW's testing period is included in this report.

### **CSA's Inspection Plans**

*CSA inspections will be held at the "midpoint" of street cleanings, to better capture the public's perception during weekday daytime hours*

As in the latter half of FY 2006-07, inspections will be held at the "mid-point" of a route's mechanical sweeping. For example, a Monday/Wednesday/Friday route would be inspected on Tuesday or Thursday; a weekly route such as Tuesday morning-only would be inspected on a Friday. All inspections will occur between 8:00 a.m. and 5:00 p.m. to better capture the average citizen's perception during weekday daytime hours.

### **DPW Inspection Plans**

*The Controller is prioritizing geographic coverage of the city; DPW is alternating between the Community Partnership program's routes and citywide routes*

DPW has contracted with the nonprofit community agency MNC to conduct Proposition C on its behalf. MNC began conducting preliminary inspections and testing of new standards from January to March 2007. In April, MNC began using the jointly-agreed-upon, expanded standards and collection tools. DPW's objective is to conduct inspections monthly, utilizing MNC to alternately inspect Clean Corridor routes one month and then other citywide routes the next month.

Note that in FY 2006-07, DPW wanted the Community Partnership route inspections to occur immediately before and after the block sweeper's schedule, as a means to evaluate the effectiveness of that program. CSA nevertheless recommends the "mid-point" timing it is employing.

# CHAPTER 1 – PARK STANDARDS INSPECTIONS RESULTS

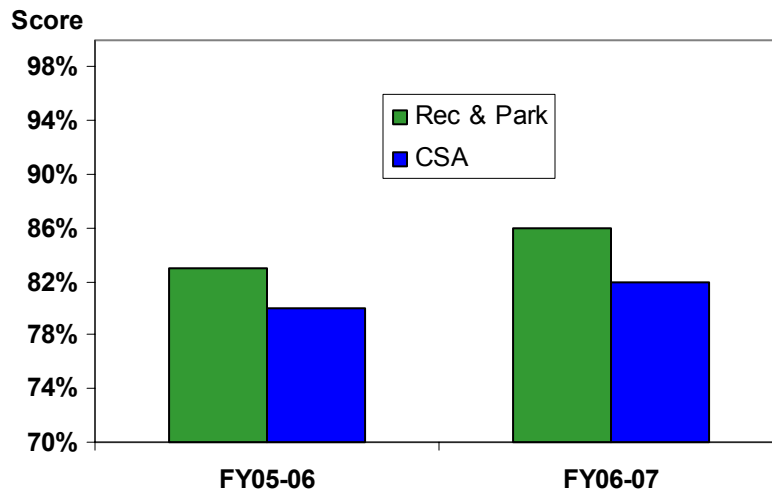
## Results Citywide

Citywide level of compliance with standards is higher in FY 2006-07:

- 86 percent as evaluated by Rec & Park (versus 82 percent in FY 2005-06)
- 82 percent as evaluated by CSA (versus 80 percent in FY 2005-06)

## EXHIBIT 3

### Citywide Compliance With Parks Standards – Ratings Are Higher Than in FY 2005-06



Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.

## EXHIBIT 4

### Compliance with Parks Standards - Controller's Office Ratings by Park in FY 2005-06 and FY 2006-07

Park Name	District	CON FY 2005-06	CON FY 2006-07	Percent Change From Prior Year
10TH AVE/CLEMENT MINI PARK	01	79%	56%	-23%
24TH/YORK MINI PARK	09	76%	96%	20%
29TH/DIAMOND OPEN SPACE	08	0%	0%	0%
ADAM ROGERS PARK	10	67%	74%	7%
ALAMO SQUARE	05	95%	86%	-9%
ALICE CHALMERS PLAYGROUND	11	88%	83%	-5%
ALICE MARBLE TENNIS COURTS	02	100%	100%	0%

Park Name	District	CON FY 2005-06	CON FY 2006-07	Percent Change From Prior Year
ALIOTO MINI PARK	09	98%	83%	-15%
ALLYNE PARK	02	79%	64%	-15%
ALTA PLAZA	02	89%	78%	-11%
ANGELO J. ROSSI PLAYGROUND	01	85%	Closed	N/A
APTOS PLAYGROUND	07	Closed	100%	N/A
ARGONNE PLAYGROUND	01	76%	Closed	N/A
BALBOA PARK	07	81%	72%	-9%
BAY VIEW PLAYGROUND	10	74%	80%	6%
BEIDEMAN/O'FARRELL MINI PARK	05	65%	88%	23%
BERNAL HEIGHTS RECREATION CENTER	09	89%	59%	-30%
BROADWAY TUNNEL EAST MINI PARK	03	40%	36%	-4%
BROADWAY TUNNEL WEST MINI PARK	03	63%	78%	15%
BROOKS PARK	11	88%	98%	10%
BROTHERHOOD/CHESTER MINI PARK	07	55%	95%	40%
BUCHANAN STREET MALL	05	78%	67%	-11%
BUENA VISTA PARK	08	95%	38%	-57%
BUSH/BRODERICK MINI PARK	05	84%	85%	1%
CABRILLO PLAYGROUND	01	88%	85%	-3%
CARL LARSEN PARK	04	60%	72%	12%
CAYUGA PLAYGROUND	11	64%	64%	0%
CAYUGA/LAMARTINE MINI PARK	11	50%	46%	-4%
CHESTNUT/KEARNY OPEN SPACE	03	60%	N/A	N/A
CHINESE PLAYGROUND	03	78%	N/A	N/A
CHINESE RECREATION CENTER	03	87%	86%	-1%
COLERIDGE MINI PARK	09	73%	74%	1%
COLLIS P. HUNTINGTON PARK	03	97%	98%	1%
CORONA HEIGHTS	08	68%	93%	25%
COSO/PRECITA MINI PARK	09	75%	N/A	N/A
COTTAGE ROW MINI PARK	05	85%	100%	15%
COW HOLLOW PLAYGROUND	02	84%	100%	16%
CROCKER AMAZON PLAYGROUND	11	73%	74%	1%
DIAMOND/FARNUM OPEN SPACE	08	100%	100%	0%
DOUGLASS PLAYGROUND	08	53%	66%	13%
DUBOCE PARK	08	90%	78%	-12%
DUPONT COURTS	01	82%	82%	0%
ESPRIT PARK	10	N/A	97%	N/A
EUREKA VALLEY PLAYGROUND	08	Closed	87%	N/A
EVERSON/DIGBY LOTS	08	100%	50%	-50%
EXCELSIOR PLAYGROUND	11	87%	80%	-7%
FATHER ALFRED E. BOEDDEKER PARK	06	72%	84%	12%
FAY PARK	03	NA	97%	N/A
FERRY PARK	03	92%	100%	8%
FILLMORE/TURK MINI PARK	05	55%	86%	31%
FRANKLIN SQUARE	06	66%	71%	5%



Park Name	District	CON FY 2005-06	CON FY 2006-07	Percent Change From Prior Year
FULTON PLAYGROUND	01	95%	91%	-4%
GARFIELD SQUARE	09	61%	79%	18%
GENEVA AVENUE STRIP	11	27%	N/A	N/A
GEORGE CHRISTOPHER PLAYGROUND	08	86%	89%	3%
GILMAN PLAYGROUND	10	80%	66%	-14%
GLEN PARK	08	77%	91%	14%
GOLDEN GATE HEIGHTS PARK	07	87%	78%	-9%
GOLDEN GATE PARK	01	84%	84%	0%
GOLDEN GATE/STEINER MINI PARK	05	84%	82%	-2%
GRATTAN PLAYGROUND	05	58%	79%	21%
HAMILTON PLAYGROUND	05	79%	72%	-7%
HAYES VALLEY PLAYGROUND	05	87%	96%	9%
HEAD/BROTHERHOOD MINI PARK	11	80%	73%	-7%
HELEN WILLS PLAYGROUND	03	100%	97%	-3%
HERZ PLAYGROUND	10	N/A	88%	N/A
HILLTOP PARK	10	78%	75%	-3%
HOLLY PARK	09	86%	72%	-14%
HYDE/VALLEJO MINI PARK	03	64%	94%	30%
INA COOLBRITH MINI PARK	03	83%	100%	17%
INDIA BASIN SHORELINE PARK	10	81%	82%	1%
J. P. MURPHY PLAYGROUND	07	96%	96%	0%
JACKSON PLAYGROUND	10	89%	95%	6%
JAMES ROLPH JR PLAYGROUND	09	80%	72%	-8%
JAPANESE PEACE PLAZA AND PAGODA	05	73%	100%	27%
JEFFERSON SQUARE	06	72%	89%	17%
JOE DIMAGGIO PLAYGROUND	03	88%	99%	11%
JOHN MCLAREN PARK	10	80%	85%	5%
JOOST/BADEN MINI PARK	08	90%	84%	-6%
JOSE CORONADO PLAYGROUND	09	80%	85%	5%
JOSEPH CONRAD MINI PARK	03	88%	81%	-7%
JOSEPH L. ALIOTO PERFORMING ARTS PIAZZA	06	70%	100%	30%
JOSEPH LEE RECREATION CENTER	10	59%	Closed	N/A
JULIUS KAHN PLAYGROUND	02	96%	82%	-14%
JUNIPERO SERRA PLAYGROUND	07	94%	97%	3%
JURI COMMONS	09	78%	98%	20%
JUSTIN HERMAN/EMBARCADERO PLAZA	03	73%	93%	20%
KELLOCH VELASCO MINI PARK	10	82%	68%	-14%
KID POWER PARK	06	98%	98%	0%
KOSHLAND PARK	05	88%	80%	-8%
LAFAYETTE PARK	02	74%	83%	9%
LAKE MERCED PARK	07	85%	98%	13%
LAUREL HILL PLAYGROUND	02	92%	87%	-5%
LESSING/SEARS MINI PARK	11	81%	87%	6%
LINCOLN PARK	01	77%	66%	-11%

Park Name	District	CON FY 2005-06	CON FY 2006-07	Percent Change From Prior Year
LITTLE HOLLYWOOD PARK	10	94%	76%	-18%
LOUIS SUTTER PLAYGROUND	10	N/A	89%	N/A
LOWER GREAT HIGHWAY	04	NA	83%	N/A
MARGARET S HAYWARD PLAYGROUND	06	72%	89%	17%
MCCOPPIN SQUARE	04	78%	85%	7%
MCKINLEY SQUARE	10	53%	91%	38%
MERCED HEIGHTS PLAYGROUND	11	67%	92%	25%
MICHELANGELO PLAYGROUND	03	95%	89%	-6%
MIDTOWN TERRACE PLAYGROUND	07	91%	89%	-2%
MIRALOMA PLAYGROUND	07	69%	94%	25%
MISSION DOLORES PARK	08	78%	72%	-6%
MISSION PLAYGROUND	08	78%	94%	16%
MISSION RECREATION CENTER	09	93%	92%	-1%
MOSCONE RECREATION CENTER	02	89%	89%	0%
MOUNTAIN LAKE PARK	02	75%	86%	11%
MT OLYMPUS	08	100%	72%	-28%
MULLEN/PERALTA MINI PARK	09	100%	100%	0%
MURIEL LEFF MINI PARK	01	90%	87%	-3%
NOE VALLEY COURTS	08	86%	75%	-11%
OCEAN VIEW PLAYGROUND	11	36%	71%	35%
PAGE/LAGUNA MINI PARK	05	80%	80%	0%
PALACE OF FINE ARTS	02	67%	91%	24%
PALEGA RECREATION CENTER	09	84%	76%	-8%
PALOU/PHELPS PARK	10	94%	90%	-4%
PARK PRESIDIO BLVD	01	N/A	65%	N/A
PARKSIDE SQUARE	04	68%	83%	15%
PARQUE NINOS UNIDOS	09	84%	95%	11%
PATRICIAS GREEN IN HAYES VALLEY	06	93%	91%	-2%
PEIXOTTO PLAYGROUND	08	98%	88%	-10%
PINE LAKE PARK	04	54%	72%	18%
PORTSMOUTH SQUARE	03	70%	63%	-7%
POTRERO DEL SOL PARK	10	68%	63%	-5%
POTRERO HILL RECREATION CENTER	10	71%	80%	9%
PRECITA PARK	09	88%	82%	-6%
PRENTISS MINI PARK	09	81%	95%	14%
PRESIDIO HEIGHTS PLAYGROUND	02	93%	96%	3%
RANDOLPH/BRIGHT MINI PARK	11	63%	79%	16%
RAYMOND KIMBELL PLAYGROUND	05	75%	75%	0%
RICHMOND PLAYGROUND	01	91%	86%	-5%
RICHMOND RECREATION CENTER	01	98%	100%	2%
RIDGETOP PLAZA	10	89%	83%	-6%
ROCHAMBEAU PLAYGROUND	01	88%	97%	9%
ROLPH NICOL PLAYGROUND	07	52%	86%	34%
SATURN STREET STEPS	08	79%	36%	-43%

Park Name	District	CON FY 2005-06	CON FY 2006-07	Percent Change From Prior Year
SELBY/PALOU MINI PARK	10	75%	81%	6%
SEWARD MINI PARK	08	42%	89%	47%
SGT. JOHN MACAULAY PARK	06	79%	73%	-6%
SIGMUND STERN RECREATION GROVE	04	80%	80%	0%
SILVER TERRACE PLAYGROUND	10	85%	91%	6%
SOUTH OF MARKET RECREATION CENTER	06	80%	79%	-1%
SOUTH PARK	06	83%	70%	-13%
SOUTH SUNSET PLAYGROUND	04	70%	80%	10%
ST. MARY'S PLAYGROUND	09	89%	92%	3%
ST. MARY'S SQUARE	03	85%	85%	0%
STATES STREET PLAYGROUND	08	61%	92%	31%
SUNNYSIDE CONSERVATORY	08	37%	63%	26%
SUNNYSIDE PLAYGROUND	07	74%	69%	-5%
SUNSET PLAYGROUND	04	79%	73%	-6%
TELEGRAPH HILL/PIONEER PARK	03	82%	89%	7%
TENDERLOIN RECREATION CENTER	06	94%	93%	-1%
TOPAZ OPEN SPACE	08	100%	100%	0%
TURK/HYDE MINI PARK	06	78%	73%	-5%
UNION SQUARE	03	92%	100%	8%
UPPER NOE RECREATION CENTER	08	85%	Closed	N/A
UTAH/18TH MINI PARK	10	100%	88%	-12%
VICTORIA MANALO DRAVES PARK	06	N/A	N/A	N/A
VISITACION VALLEY COMMUNITY CENTER	10	81%	85%	4%
VISITACION VALLEY GREENWAY	10	98%	80%	-18%
VISITACION VALLEY PLAYGROUND	10	86%	82%	-4%
WALTER HAAS PLAYGROUND	08	97%	95%	-2%
WASHINGTON SQUARE	03	84%	83%	-1%
WASHINGTON/HYDE MINI PARK	03	93%	100%	7%
WEST PORTAL PLAYGROUND	07	70%	88%	18%
WEST SUNSET PLAYGROUND	04	76%	68%	-8%
WILLIE WOO WOO WONG PLAYGROUND	03	NA	99%	N/A
WOH HEI YUEN PARK	03	75%	100%	25%
YACHT HARBOR AND MARINA GREEN	02	80%	92%	12%
YOUNGBLOOD COLEMAN PLAYGROUND	10	66%	87%	21%

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.

*Not only are the citywide averages higher in FY 2006-07, but more individual parks received favorable grades ("A" and "B") than in the previous year*

As described in the methodology section, we converted percentages to letter grades for the first time this year since the inspection program was launched. Letter grades tend to facilitate comparison over time and provide a more user-friendly picture of park conditions. Grades have been used by other jurisdictions such as New York City to report on park conditions, and to highlight major variances by

geographic area or by individual parks.

As shown in the table below, the total number of favorable grades (“A” and “B”) has increased by 24 percent between the two fiscal years. The number of “F” grades dropped by almost fifty percent (47%).

<b>EXHIBIT 5</b>		<b>Compliance With Parks Standards - Controller’s Office Grade</b>				
		<b>Distribution in FY 2005-06 and FY 2006-07</b>				
<b>Fiscal Year</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>F</b>	<b>Total</b>
2005-06	37	54	39	18	15	163
2006-07	54	58	30	13	8	163

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.

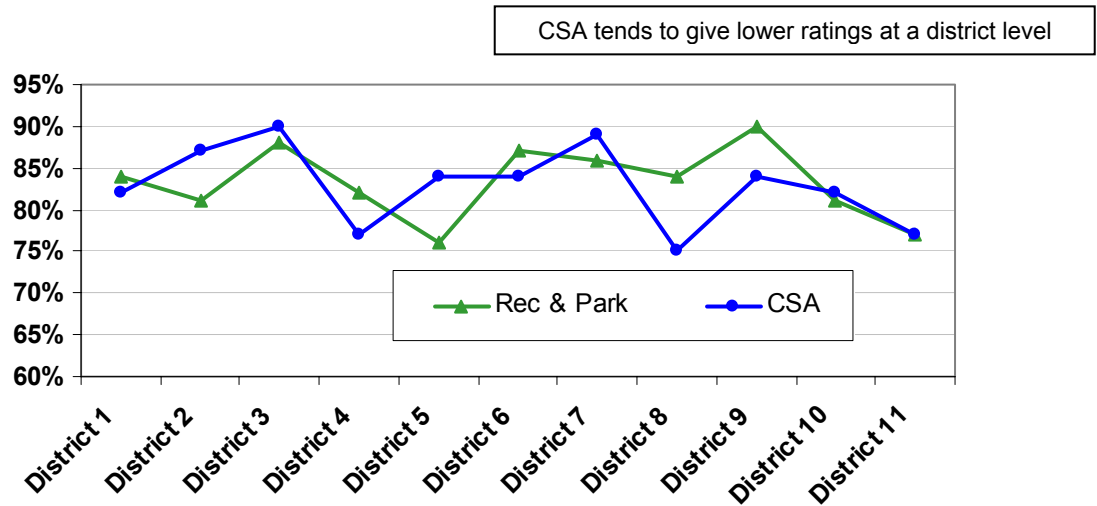
This overall improvement of parks conditions could be the result of various possible factors:

- The hiring of fourteen additional gardeners between December 2005 and January 2006.
- The reorganization of Neighborhood Services at Rec & Park, which seeks to increase decentralization and autonomy to manage resources within each of the nine supervision areas.
- A better knowledge of the standards manual and of the inspection process by both teams of evaluators.

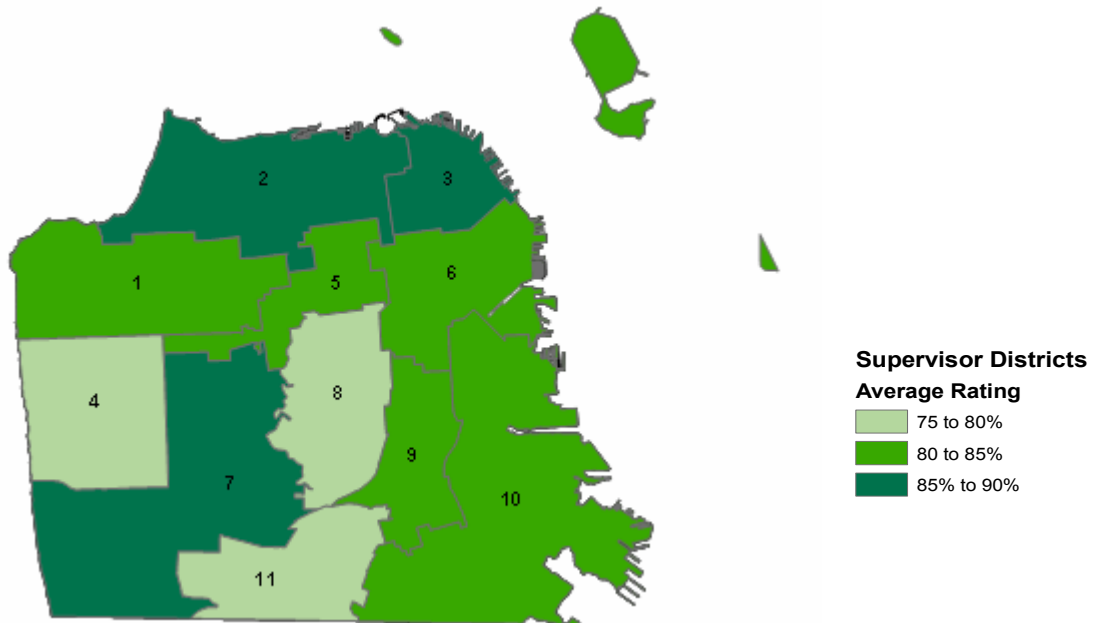
### **Results by District**

*Controller’s Office evaluators gave lower ratings than Rec & Park, but the difference is smaller than previous years*

As in FY 2005-06, CSA evaluators tended to give lower ratings to City parks than Rec & Park evaluators. However, the difference between the two sets of ratings is less significant than in previous years, particularly when observed at a district or individual park level.

**EXHIBIT 6****District Rating Comparison – Rec & Park and CSA in FY 2006-07**

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.

**EXHIBIT 7****Compliance with Parks Standards – By Supervisorial District**

Source: CSA data, park inspections results FY 2006-07.

As shown in **Exhibit 8**, the lowest compliance ratings in FY 2006-07 were given to:

- District 5: 76 percent as rated by the Rec & Park (versus a 73 percent rating last year).

- District 8: 75 percent as rated by CSA (versus a 67 percent lowest rating last year in district 11).

<b>EXHIBIT 8 Compliance with Parks Standards – By Supervisorial District and Year</b>				
<b>Supervisorial District</b>	<b>REC FY 2005-06</b>	<b>CSA FY 2005-06</b>	<b>REC FY 2006-07</b>	<b>CSA FY 2006-07</b>
<b>1</b>	89.15%	86.29%	84.09%	81.73%
<b>2</b>	89.04%	86.00%	91.41%	87.25%
<b>3</b>	89.39%	80.38%	87.87%	89.76%
<b>4</b>	80.52%	70.69%	81.58%	77.29%
<b>5</b>	73.10%	77.63%	75.91%	84.05%
<b>6</b>	87.52%	79.73%	86.62%	83.90%
<b>7</b>	83.34%	77.54%	86.05%	88.64%
<b>8</b>	86.00%	77.23%	83.65%	75.22%
<b>9</b>	83.91%	83.17%	89.99%	84.45%
<b>10</b>	78.37%	79.38%	80.53%	82.26%
<b>11</b>	73.62%	66.97%	76.75%	77.01%
<b>Citywide</b>	<b>81.94%</b>	<b>79.55%</b>	<b>85.73%</b>	<b>82.01%</b>
Note: <div> <div>Lowest</div> <div>Highest</div> </div>				

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.

*District 8 had the highest number of parks rated “F” but also a high number of parks rated “A”*

District 8 saw the greatest deterioration of ratings. It also had the largest number of parks inspected in FY 2006-07 and is home to such heavily used parks as Mission Dolores Park, Buena Vista Park, Douglass Playground, Noe Valley Courts, States Street Playground and Duboce Park. The 2007 City Survey confirmed that district 8 has one of the highest percentages of residents visiting a park at least once a month compared to other districts (over 70 percent).

Several of these highly-used parks were on the CSA’s “watch list,” among the 18 parks that received additional inspections throughout the year. Many of them suffer from outdated and deteriorated infrastructure, which negatively impact park ratings regardless of maintenance efforts. Some of these parks are scheduled for capital improvements in the next few years. For instance, an upgraded children’s playground at Noe Valley Courts will be opened to the public during the summer of 2007.



Pine Lake Park

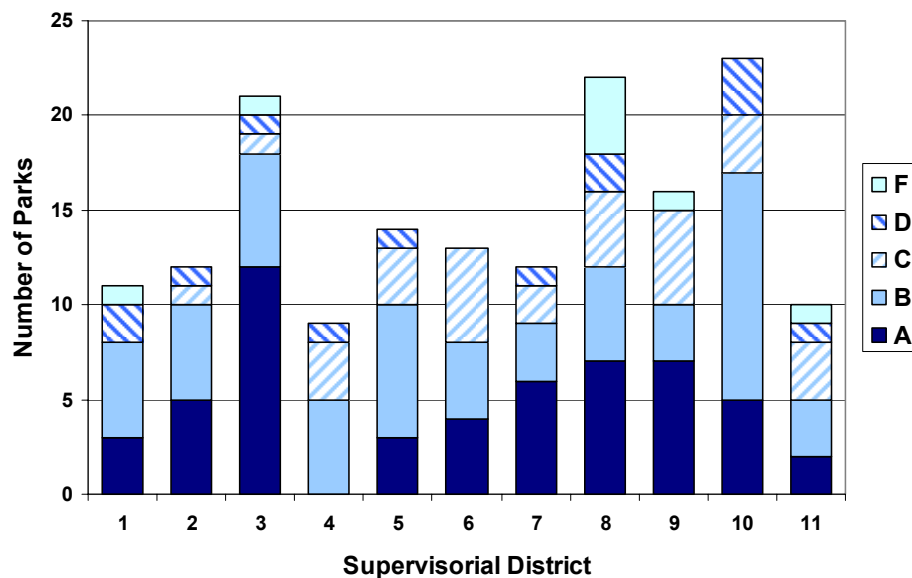
In contrast, district 4 stands out with a high percentage of improving parks (63 percent). However, since district 4 had the fewest number of parks inspected in FY 2006-07, a positive change in rating of one or two parks tends to greatly impact the performance of the whole district. In particular, Pine Lake Park improved its compliance score from 54 percent in FY 2005-06 to 72 percent in FY 2006-07. This park is currently undergoing a significant capital improvement project including improvement of the recreation trail and the protection of the lake's sensitive natural resources.

*Grades in FY 2007-08: 7 of 11 districts (70 percent) have more than 60 percent of their parks rated "A" or "B" by CSA*

As shown in **Exhibit 9**, district 8 has the highest number of F grades, approximately 20 percent of its parks. In contrast, district 3 shows the highest number (80 percent) of parks receiving an A or B grade. Five parks got a perfect score at 100 percent. This finding is reflected in the overall compliance score of district 3 which rose from 80 percent to almost 90 percent in FY 2006-07.

District 11 has the lowest percentage (50 percent) of parks receiving favorable grades ("A" or "B"). This finding concurs with the results of the 2007 City Survey, which found that district 11 was the least likely to receive favorable grades from citizens with regards to park grounds.

## EXHIBIT 9 Compliance with Parks Standards – Distribution of Letter Grade Results



Source: CSA data, park inspections results FY 2006-07.

## Results by Park Feature



Lafayette Park

As shown in **Exhibit 10**, Rec & Park scored waste and recycling receptacles as the highest-rated feature at 92 percent, while the lowest score went to the dog play areas at 75 percent.

This year, CSA inspectors again rated trees as the best maintained park feature citywide at 92 percent, up from 89 percent in FY 2005-06; and dog play areas as the worst feature at 75 percent, up from 71 percent. The total number of official dog play areas in the City is 27, including four in Golden Gate Park and two in John McLaren Park. These are either open spaces designated by signage or fenced-in areas. The maintenance standards criteria for dog play areas include availability of bag dispensers, drainage, surface quality, signage and cleanliness (the latter being mostly the responsibility of dog owners and walkers).

More details on park features ratings by supervisorial district can be found in Appendix B.

### EXHIBIT 10

#### Compliance with Parks Standards - Most Park Features Received a Similar or Higher Score in FY 2006-07 than in FY 2005-06

Park Feature	REC FY 2005-06	CSA FY 2005-06	REC FY 2006-07	CSA FY 2006-07
Lawns	76%	74%	84%	81%
Ornamental Gardens, Shrubs, and Ground Covers	70%	74%	79%	75%
Trees	83%	89%	88%	92%
Hardscapes and Trails	79%	80%	82%	80%
Open Space	79%	79%	78%	76%
Turf Athletic Fields	82%	74%	86%	76%
Outdoor Athletic Courts	88%	85%	91%	90%
Children's Play Area	85%	78%	84%	78%
Dog Play Areas	76%	71%	75%	72%
Restrooms	83%	79%	86%	85%
Parking Lots and Roads	80%	85%	84%	86%
Waste and Recycling Receptacles	89%	88%	92%	87%
Benches, Tables, and Grills	84%	76%	86%	75%
Amenities and Structures	84%	78%	87%	82%

Note:

Lowest

Highest

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.



## Results by Individual Park

A snapshot of the 10 best and 10 worst parks is presented in **Exhibit 11**. In FY 2006-07, Rec & Park inspectors gave 13 parks a perfect score of 100 percent (compared to 22 in FY 2005-06) while CSA gave a perfect score to 15 compared to 9 last year. Six parks received a perfect score by both departments (the first six listed in the table below).

For individual park results by department, please refer to **Appendix A**.

<b>EXHIBIT 11 Compliance with Parks Standards – Best-and Worst-Rated Parks</b>		
<b>Best-Rated Parks</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>
Cottage Row Mini Park	85%	100%
Cow Hollow Playground	84%	100%
Diamond / Farnum Open Space	100%	100%
Mullen Peralta Mini-Park	100%	100%
Richmond Recreation Center	98%	100%
Union Square	92%	100%
Aptos Playground	N/A	100%
Alice Marble Tennis Courts	100%	100%
Ferry Park	92%	100%
Ina Coolbrith Park	83%	100%
Japanese Peace Plaza	73%	100%
<b>Worst-Rated Parks</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>
29 <sup>th</sup> / Diamond Open Space	0%	0%
Broadway Tunnel East	40%	36%
Buena Vista Park	95%	38%
Cayuga Lamartine Mini Park	50%	46%
Everson/Digby Lots	100%	50%
10 <sup>th</sup> Street/Clement Mini Park	79%	56%
Bernal Heights Recreation Center	89%	59%
Sunnyside Conservatory	37%	63%
Potrero Del Sol	68%	63%
Portsmouth Square	70%	63%
Cayuga Playground	64%	64%

Source: CSA and Rec & Park data, park inspections results FY 2005-06 and FY 2006-07.



Broadway Tunnel East Mini Park



Sunnyside Conservatory



Potrero del Sol



Cayuga Lamartine Mini Park



Ocean View Playground

The best rated group of parks changed little from last year. It includes brand new facilities (Alice Marble Tennis Courts), newly renovated ones (Aptos Playground), high-profile properties (Union Square), facilities with less need of maintenance (Richmond Recreation Center, two mini parks) and one open space for which the only evaluated criterion is cleanliness.

Regarding the worst rated parks, four are located in district 8 and four others have been continuously low-performing and received reinforced inspection by CSA this year: Broadway East Mini Park (district 3), Cayuga Lamartine Mini Park (district 11), Sunnyside Conservatory (district 8) and Potrero Del Sol Park (district 10).

Broadway Tunnel East Mini Park has been irregularly maintained by Rec & Park for years although DPW was the actual owner of the property. However, in 2007, as a capital improvement project was initiated and most of the park's elements were removed, only trash pick up has been done by either department.

According to Rec & Park's capital improvement plan, Sunnyside Conservatory has been subject to deferred maintenance, vandalism and lack of funding, leading to extreme deterioration of the site. The site has been identified as a priority for capital investments but the project has been delayed due to funding shortage. Considering the safety issues noted in the park, CSA's recommendation has consistently been to close the park.

Potrero Del Sol was also identified as a priority site for renovation and was actually closed for renovation in early May 2007. The project includes renovations such as drainage improvements, security measures such as increased lighting and programs additions among which a skate park and a play area for toddlers.

Finally, Cayuga Lamartine Mini Park low score illustrates a chronic lack of maintenance by staff combined with little care from the park's users. Cleanliness continues to be the primary issue in this tiny neighborhood park.

Among parks that were flagged last year as low performing, two have been closed for renovation since: Joseph Lee

Recreation Center (district 10) and Ocean View Playground (district 11). They are scheduled to reopen to the public during FY 2007-08.

## EXHIBIT 12 Parks with Significant Ratings Change

Major Drop				
Park	Supervisory District	FY 2005-06	FY 2006-07	Variance
Buena Vista Park	8	95%	38%	-57%
Saturn Street Steps	8	79%	26%	-43%
Bernal Heights Recreation Center	9	89%	59%	-30%
10 <sup>th</sup> Avenue/ Clement Mini Park	1	79%	56%	-23%
Little Hollywood Park	10	94%	76%	-18%
Allyne Park	2	79%	64%	-15%
Major Increase				
Park	Supervisory District	FY 2005-06	FY 2006-07	Variance
States Street Playground	8	61%	92%	31%
Rolph Nicol Playground	7	52%	86%	34%
Ocean View Playground	11	36%	71%	35%
McKinley Square	10	53%	91%	38%
Brotherhood/Chester Mini Park	7	55%	95%	40%
Seward Mini Park	8	42%	89%	47%

Source: CSA data, park inspections results FY 2005-06 and FY 2006-07.

We requested staffing information from Rec & Park in order to correlate large changes to concrete factors to the extent possible. All explanations provided in the next paragraph is “according to the Neighborhood Service Areas managers” in charge of these specific parks.

### Parks Where Conditions Have Deteriorated

**Allyne Park (district 2):** Whereas a gardener was scheduled three times a week for a total of 10 hours in FY 2005-06, a change in resource availability in the Marina area resulted in a reduction of hours devoted to this park this year. In addition, the park supervisor noted an increase in the presence of illegal campers, which has generated an increase in trash.

**10th Avenue/Clement Street Mini Park (district 1):** This neighborhood services area is severely understaffed, currently down to two staff, including only one gardener. In addition, this park is part of the Richmond Library, which was shut down for renovation. Therefore, Rec & Park made the decision to reallocate limited resources to higher-use

parks in this area.

**Bernal Heights Recreation Center (district 9):** Important improvements have been made since the last inspection including a thorough cleaning of the property, removal of broken or unsafe equipment, painting of the recreation center and the delivery of four new large planters with trees. Bernal Heights was also recently assigned a full-time custodian.

**Saturn Street Steps and Buena Vista Park (district 8):** This neighborhood services area has been short one full-time gardener for the most recent period, which may have affected both ratings.

**Seward Playground and State Streets Playground (district 8):** Staff in this particular was informed about the standards and what was evaluated which helped them refocus their maintenance efforts.

Parks That Have  
Significantly Improved



Rolph Nicol Playground

**Brotherhood Chester Mini Park (district 7) and Ocean View Playground (district 11):** Several possible explanations were provided including:

- Re-emphasis of park standards and individual staff responsibilities;
- Upgrade of landscape equipment and materials;
- Re-investment of monthly work parties at understaffed areas; and
- Increased use of overtime.

**Rolph Nicol Playground (district 7):** A neighboring church owns part of the fence surrounding the park. After the church repaired its portion in 2007, it made it more difficult for the high school kids to cut through the property. As a result, transit use of the park went down, making the park cleaner and better maintained. Additionally, two more hours of maintenance per week were allocated to the park.

### Other Major Findings

Of the 163 parks inspected by CSA in FY 2006-07, over 50 percent (82) had restroom facilities. The distribution by district is provided in **Exhibit 13**.

**EXHIBIT 13****Restroom Availability and Rating in City Parks**

Supervisory District	Restrooms (Y/N)		Grand Total	Average Rating
	No	Yes		
1	2	9	11	83%
2	5	7	12	88%
3	12	9	21	81%
4	2	7	9	70%
5	10	4	14	87%
6	9	4	13	74%
7	5	7	12	84%
8	11	11	22	87%
9	7	9	16	88%
10	11	11	22	91%
11	7	4	11	85%
<b>Total Parks</b>	<b>81</b>	<b>82</b>	<b>163</b>	<b>85%</b>

Source: CSA data, park inspections results FY 2005-06 and FY 2006-07.

*Restroom availability remains a major issue in city parks as more than one third were closed at the time of inspection*



Douglass Playground

At the time of inspection, 60 percent of the restrooms were open and available to the public. Restroom availability has been a long-standing issue in City parks. Some have been permanently closed either due to staffing shortage (e.g., no custodian on site to unlock the restrooms) or to inappropriate and/or illegal use of the facilities.

To address the issues of restroom availability and maintenance, Rec & Park has engaged in several actions in 2007. First it created a Restrooms Task Force to complete an assessment of processes, policies, and best practices related to the planning, design, construction, management and use of restrooms within the City. A review of other jurisdictions practices was also conducted, including cities such as Seattle, Portland, San Jose, Vancouver, San Diego and New York.

Concurrently, Rec & Park developed a customer survey in partnership with the Neighborhood Park Council (NPC). This survey was administered in City parks in June 2007. The information collected should be used to gain a better understanding of the usage and problems associated with restrooms in the San Francisco parks and recreation facilities.

*Homeless encampments are more likely to be found in regional and neighborhood parks*



Potrero Del Sol Park

### **Compliance with Park Staff Schedules**

*Rec & Park did not update staff schedules regularly leading to reliability and accountability issues*

*While checking on compliance with schedules, CSA found that adherence to*

Another element inspectors looked at while conducting their inspections was the presence of homeless encampments in the park. Based on the FY 2006-07 results, such encampments were found in 20 parks out of 163 that were inspected. Typically, encampments were spotted in regional parks (Golden Gate Park, Buena Vista Park) and large neighborhood parks (Duboce, Franklin Square, Mission Dolores, Mountain Lake or Potrero Del Sol).

In order to implement the CSA Charter requirements and to meet public demand for this information, Rec & Park has posted staff schedules for their gardeners and custodians who work in the neighborhood parks division on the Rec & Park website.

Staff schedules for individual parks can be found at:  
[http://www.parks.sfgov.org/site/recpark\\_page.asp?id=35887](http://www.parks.sfgov.org/site/recpark_page.asp?id=35887)

Whereas Rec & Park had initially committed to updating these staff schedules on a quarterly basis, no consistent updates were made in FY 2006-07, which resulted in a lack of reliability of the information posted. This situation has consequences for both the public, which is not provided accurate information, and for the parks supervisors who lack the appropriate tool to manage their resources efficiently.

In FY 2006-07, CSA met several times with Rec & Park to ensure that corrective action would be taken. During FY 2007-08, the department has committed to a bimonthly update of the schedules with each manager of the nine neighborhood services areas.

In the meantime, Rec & Park has developed protocols to check compliance of staff on site in a more systematic manner. Results are posted on the department's website on a quarterly basis.

CSA checked on compliance with the schedules during FY 2006-07. During three sets of park inspections, CSA staff carried details of staff schedules and noted whether

*schedules was low, and lower than last year*

gardeners and/or custodians were on the premises whenever their work time and the CSA inspection times overlapped. Inspection times were from 8:00 a.m. to 5:00 p.m., and many gardeners and custodians begin in the early morning and end their shift by early afternoon. Inspection times and gardeners' schedules overlapped 83 times during the three sets of inspections, which represents approximately 45 percent of the times controller's Office went out. In an additional 13 instances, no staff schedule was available and no staff was found on the premises.

- In August 2006, CSA evaluators saw a gardener **36 percent** of the time.
- In November 2006, CSA evaluators saw a gardener **41 percent** of the time.
- In January 2007, CSA evaluators saw a gardener **39 percent** of the time.

These scores are significantly lower than last year. Reasons for these results may include:

- Schedules were not up to date in several cases;
- Some of the parks are so large that it may be difficult to find the staff person. During the inspection, the gardeners or custodians are moving throughout the parks and so are the evaluators. However, all inspectors made multiple efforts during their inspection to locate those who were scheduled to be onsite;
- A staff person may be on leave. For some parks, Rec & Park may replace a worker on leave, but for many assignments the department does not have sufficient staff for replacements. As of April 2007, the citywide average for leave time from all sources (vacation, sick time, holidays) was 21.3 percent compared to 20.3 percent at Rec & Park. However this rate is typically higher for workers with jobs that are primarily physical labor (gardeners and custodians).

### **Staffing Levels and Inspection Results**

As part of the FY 2007-08 budget submission process, Rec & Park prepared an analysis of gardener and custodian staffing estimates required in order to meet the park maintenance standards developed in cooperation with CSA.

## Rec & Park Staffing Analysis

Rec & Park completed this staffing analysis based upon published park maintenance tasks and time standards from the National Park and Recreation Association, as well as the city park standards and came up with a detailed estimate of staffing needs by park and by profile.

*Staffing estimates were tested at 11 parks*

Eleven sites (one in each supervisorial district) were selected to test these estimates and determine to what extent staffing levels could impact the performance of a park compared to other criteria such as capital investments or equipment availability.

Criteria used by Rec & Park to select these parks included, among other, the current level of staffing, the park's visibility, its need for capital improvement as well as its size and location.

<b>EXHIBIT 14    11 Parks Selected by Rec &amp; Park to Test Staffing Recommendations</b>				
<b><u>Newly Renovated Sites:</u></b>	<b><u>CON Rating FY06-07</u></b>	<b><u>Estimated Hours / Week</u></b>	<b><u>Actual Hours/ Week</u></b>	<b><u>Notes</u></b>
•Aptos Playground	100%	N/A	25	
•Esprit Park	97%	15	9	(gardener only)
•Patricia's Green in Hayes Valley	91%	11	4	(gardener only)
•Victoria Manolo Draves Park	N/A	16	currently maintained by contractor	
•Walter Haas Playground	95%	46	8	(gardener only)
<b><u>Older Sites Awaiting Capital Renovation:</u></b>	<b><u>CON Rating FY06-07</u></b>	<b><u>Estimated Hours / Week</u></b>	<b><u>Actual Hours/ Week</u></b>	<b><u>Notes</u></b>
•Duboce Park	78%	120	80	
•Franklin Square	71%	56	50	
•Mc Coppin Square	85%	60	26	(gardener only)
•Mission Dolores Park	72%	160	134	
•South Park	70%	25.2	20	(gardener only)
•Joseph L. Alioto Performing Arts Piazza	100%	54.8	60	

Notes: FTE information provided by Rec & Park, converted to # hours per week by CSA (1 FTE=40 hours)

Source: Recreation and Park Department- SFStat- December 2006.

## Volunteer Effort

*Volunteer hours make a difference and help meet the standards.*

Parks listed in **Exhibit 15** were selected based on their high compliance with standards (80-100 percent) despite a Rec & Park staffing shortfall. A detailed list of City parks benefiting from volunteer hours is available in Appendix D.



**EXHIBIT 15****Volunteer Hours and Compliance Rate**

Park	REC staffing (Hours/Month)			Volunteer effort (Hours/Month)	
	Estimated Hours Needed	Actual Hours	Variance	Average Nber of Donated Hours per Month Through March 2007	FY0607 Rating
Stern Grove	1518	362	-1156	52	80%
Moscone recreation Center	1004	448	-556	17	89%
Mountain Lake	587	132	-455	50	86%
Alamo Square	380	96	-284	29	86%
Joe Dimaggio Playground	416	136	-280	13	99%
Lafayette Park	527	324	-203	91	83%
Mission Playground	244	130	-114	50	94%
Cow Hollow Playground	110	28	-82	7	100%
St Mary Playground	136	64	-72	12	92%

Source: Rec & Park Volunteer Division; CSA inspection results FY 2006-07

**Recommendations**

CSA and Rec & Park have met and discussed the results of the FY 2006-07 park inspections, schedule compliance, and the current content and status of the park standards themselves. The recommendations below confirm our understanding of the goals and next steps for these programs and should be implemented by Rec & Park in fulfillment of the Charter-mandated CSA requirements.

1. Create a weighting evaluation approach for different types of parks and for different features
2. Use the inspection results to manage operations and redeploy staff as needed. Based on the results of the staffing analysis conducted during this fiscal year, Rec & Park has a better knowledge of where gaps lie. The analysis identified a need for an additional 227 gardeners, including 45 for neighborhood parks, and 37 custodians. As a first step to reduce the gap, Rec & Park has obtained funding to hire an additional 15 gardeners and 35 custodians for FY 2007-08.
3. Use the inspections and other public opinion tools (surveys) to prioritize capital investments.
4. Streamline and reinforce monitoring of the internal compliance program for staff schedules. Although protocols were put in place in FY 2006-07 and follow-up is usually done at the supervisors' level, there is still a need for better consistency at the department level.
5. Continue to provide regular training to staff to maintain the quality level of inspections and ensure consistent understanding and application of the park standards by all staff.

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## CHAPTER 2 – STREETS AND SIDEWALKS MAINTENANCE

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### New Standards

In consultation with DPW staff, new standards were developed and finalized in February 2007. In sum, new standards were added for sidewalk cleanliness and trees (see background for details). These are in addition to existing standards for street cleaning, graffiti, and the City's trash receptacles.

*The standards were expanded this year to include sidewalks and trees*

Notably, in FY 2006-07 the standards were expanded into areas that are primarily the responsibility of private property owners (sidewalks and trees/landscaping). Property owners are responsible for maintaining the cleanliness of any adjacent sidewalks to their property. DPW is responsible for enforcement of cleanliness codes citywide.

### CSA Street Inspection Results

Inspections with the new standards were carried out in Quarter 3 of FY 2006-07 (March) and Quarter 4 (April). CSA inspected 44 segments, half of which were sampled from commercial corridors and half of which were strictly residential streets. Five sample blocks are usually evaluated during each inspection.

### Street Cleanliness



Clean street per standards manual

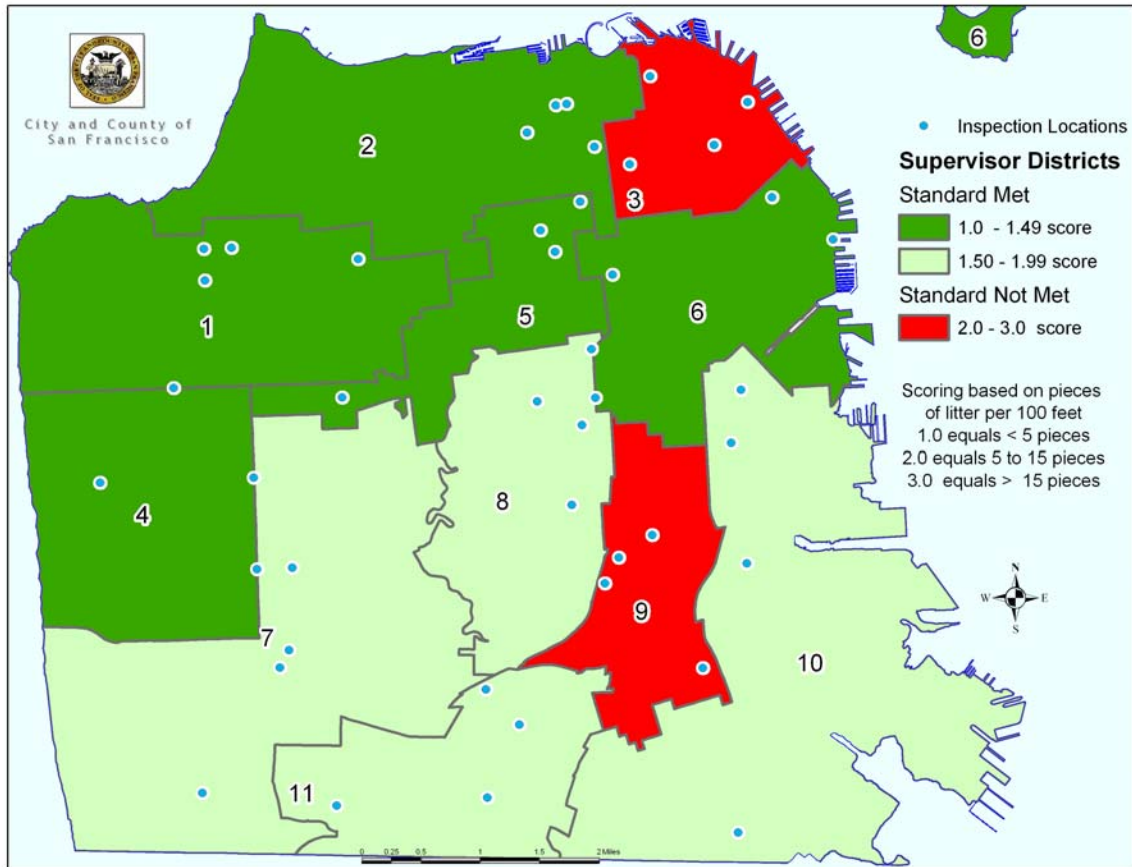
Met the standard: Thirty-three out of the 44 separate inspections (75 percent) met the standard of an average score below 2.0 (a 1.0 score is less than 5 pieces of litter, a 2.0 score is five to 15 pieces of litter). On a supervisorial district basis, averaged scores in 9 out of 11 districts met the standard.

Did not meet the standard: Eleven out of 44 inspections (25 percent) did not pass the standard and had an average score of 2.0 or higher. The areas not passing include:

- District 3 ( both commercial and residential)
- District 9 (residential only)
- District 11 (commercial only)

*Example: Residential and commercial streets inspected in district 3 frequently had 5 to 15 pieces of litter per 100-foot segment (Grant, Francisco, Battery, and Washington Streets)*

Commercial vs. residential: Commercial corridors were usually dirtier than the residential routes (in 7 out of 11 supervisorial districts).

**EXHIBIT 16****Compliance With Street Maintenance Standards - Street Cleanliness  
CSA Inspections by Supervisorial District**

Note: Each score is an average of four inspections conducted per district.

Source: CSA inspections conducted in March 2007 and April 2007.

*Sampled routes in certain areas consistently pass the street cleaning standard (before, as well as after, street sweeping). This demonstrates that street cleaning resources could be reallocated to areas with higher need (dirtier)*

As highlighted in the FY 2004-05 and FY 2005-06 inspection results, some routes and areas of the City consistently pass the street cleaning standards (both before as well as after sweeping). The streets sampled from the following areas again rated well. These areas were previously rated clean prior to street cleaning and recently attained clean scores (1.0 to 1.5) during mid-point inspections:

- Richmond (district 1)
- Marina (district 2)
- Parkside (district 4)
- Park Merced (district 7)

### **Sidewalk Cleanliness – Litter**



Clean sidewalk with no litter, grime, leaks, or spills

*Example: On Oakdale, between Bayshore and Selby, most 100-foot segments of sidewalk had over 15 pieces of litter. District 10 overall had a 2.03 average for sidewalk cleanliness (does not meet standard)*

*Example: Fillmore Street between Union and Chestnut, swept on Tuesdays and Thursdays, had many 100-foot segments with over 15 pieces of litter when inspected on a Friday afternoon (district 2)*

These findings demonstrate that street cleaning frequency could be reduced on some routes in order to increase resources and sweeping frequency on routes with higher needs.

FY 2006-07 was the first year implementing the sidewalk standards, which included five sidewalk elements. A full copy of the updated standards manual used by is available at: [http://www.sfgov.org/site/controller\\_page.asp?id=29122](http://www.sfgov.org/site/controller_page.asp?id=29122)

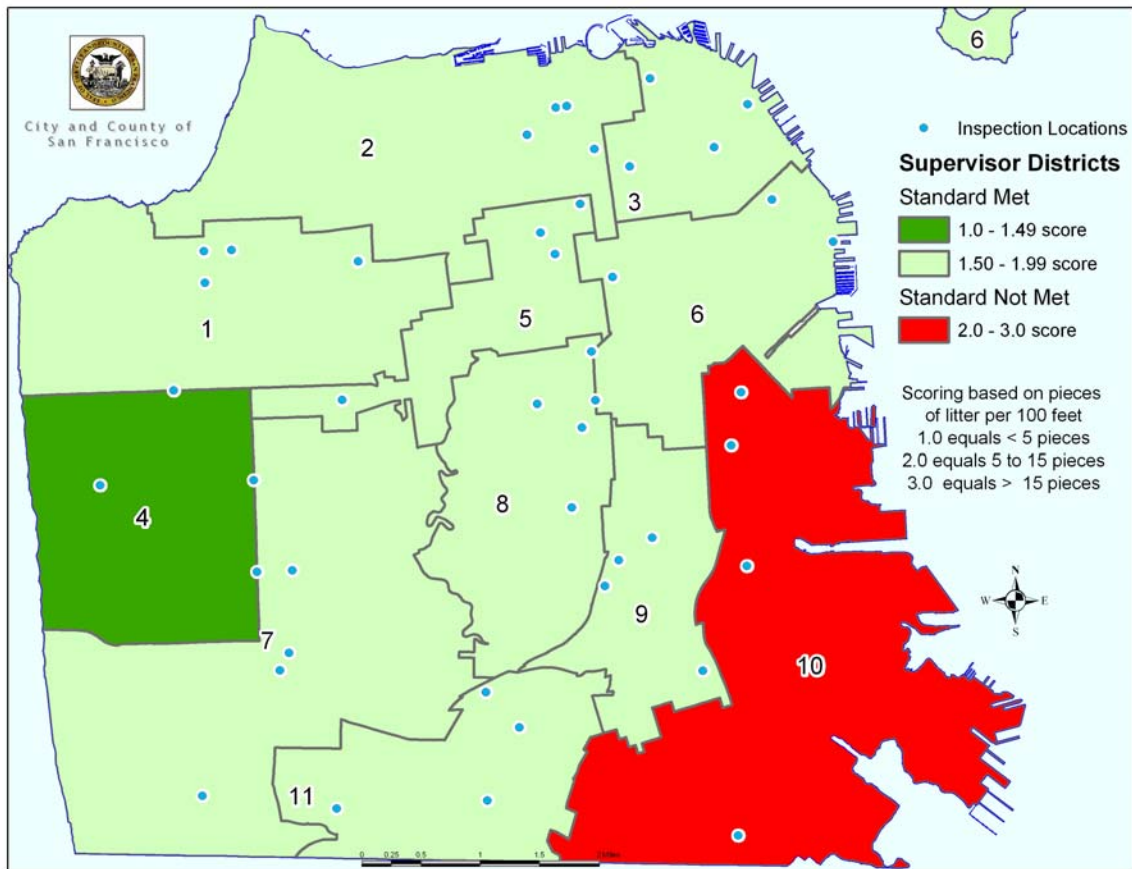
Most inspections conducted by CSA passed the standard for sidewalk litter (see map in **Exhibit 18**). This standard includes counting litter such as paper, food wrappers, newspapers, plastic bags, and cigarette butts on sidewalks per 100-foot segment of sidewalk.

Met the standard: Twenty-eight out of the 44 separate inspections (64 percent) met the standard of an average score below 2.0. On a supervisorial district basis, average scores in 10 out of 11 districts met the standard.

Did not meet the standard: Sixteen out of 44 inspections (36 percent) did not pass the standard. Those areas not passing this standard include:

- District 10 (both commercial and residential)
- District 2 and 7 (commercial only)

Commercial vs. residential: Commercial routes were found to be dirtier than residential in 9 out of 11 districts.

**EXHIBIT 17****Compliance With Street Maintenance Standards –  
Sidewalk Cleanliness (Litter)  
CSA Inspections by Supervisorial District**

Notes: Each score is an average of four inspections conducted per district.  
Standards for sidewalk cleanliness include other elements in addition to litter score.

Source: CSA inspections conducted in March 2007 and April 2007.

**Sidewalk Cleanliness –  
Grime, Leaks and Spills**

*Example: The commercial portion of Valencia Street from 23<sup>rd</sup> Street to Duncan Street averaged 13 percent of the examined sidewalk area with grime, leaks, or spills (district 9)*

Nearly all sampled streets passed this standard, with 90 percent of the sidewalk free of grime, leaks, and spills. Most inspections saw less than 2 percent covered with these elements.

Met the standard: Forty-three out of 44 inspections (98 percent).

Did not meet the standard: One out of 44 inspections (2 percent).

- District 9 (commercial route)

**Sidewalk Cleanliness –  
Graffiti on Sidewalks**



Painted sidewalk graffiti

**Sidewalk Cleanliness-  
Illegal Dumping**

*Example: On the residential Brazil Street between Mission and Edinburg, several instances of illegal dumping were found on the five blocks inspected (district 11)*

**Sidewalk Cleanliness-  
Feces, Needles, Glass, and  
Condoms**

**Graffiti**

Graffiti is now evaluated as a separate element within the sidewalk standards and most routes did not pass the standard (zero incidents).

Met the standard: Thirteen out of 44 inspections (30 percent).

Did not meet the standard: Thirty-one out of 44 inspections (70 percent) showed at least some graffiti on sidewalks. However, the average number of incidents was usually less than one per block.

Many routes met this standard, which does not allow any incidents of illegal dumping. However, there was a sizable number which did not.

Met the standard: Thirty-one of 44 inspections (70 percent).

Did not meet the standard: Thirteen of 44 inspections (30 percent).

This new standard placed the most serious violations of sidewalk cleanliness into one category and allows zero incidents. While a majority did pass the new standard, many did not.

Met the standard: Twenty-seven of 44 inspections (61 percent).

Did not meet the standard: Seventeen of 44 inspections (39 percent). This means there was at least one sidewalk incident of feces, needles, broken glass, or condoms.

The graffiti standards include zero tolerance of graffiti, the City's official policy. By far most inspections did not meet the standard.

Met the standard: No inspections met the standard for all three categories examined (DPW property, non-DPW public property, and private property). One segment passed in two of the categories (district 7) and five segments passed in one category only. Further discussion by property





Graffiti on public agency pole

*Graffiti prevention and removal continues to be a persistent challenge for the City. Only one area passed the standard for private property; no inspections met the standard for public property (non-DPW property)*

*Graffiti on DPW property (street surfaces and City trash receptacles) is minimal in most districts.*

*Example: The Valencia corridor between 23<sup>rd</sup> Street and Duncan yielded the highest graffiti average -- nearly 28 incidents per block on private property. One segment with a vacant building contained 100 incidents (district 9).*

*Example: Inspections on 24<sup>th</sup> Street, Dolores, Market, and Noe Streets averaged a very low rate of graffiti, less than one or two graffiti incidents per block on both public property and private property (district 8).*

category is included below.

Did not meet the standard: Thirty-eight segments did not pass any of the three categories evaluated (DPW property, other non-DPW public property, and private property).

These results indicate how graffiti prevention and removal continues to be a persistent challenge for the City. Specifically, the City still struggles to meet its graffiti standard on private property and on public property not owned by DPW.

DPW public property: DPW's work on its own property's graffiti shows good results. Graffiti on DPW property (street surfaces and city trash receptacles) is minimal in most districts. The average number of incidents per block is usually less than one for most inspections (37 of 44 inspections). Note that inspections are usually five blocks in length, and that there are usually fewer DPW structures per block than private or non-DPW public structures.

Non-DPW public property: These items include poles, parking signs, bus stops, and mailboxes. No inspections met the standard for this category. Only 6 out of 44 inspections had an average of less than one incident per block -- many had two to four incidents per block. Five inspections averaged over seven graffiti incidents per block.

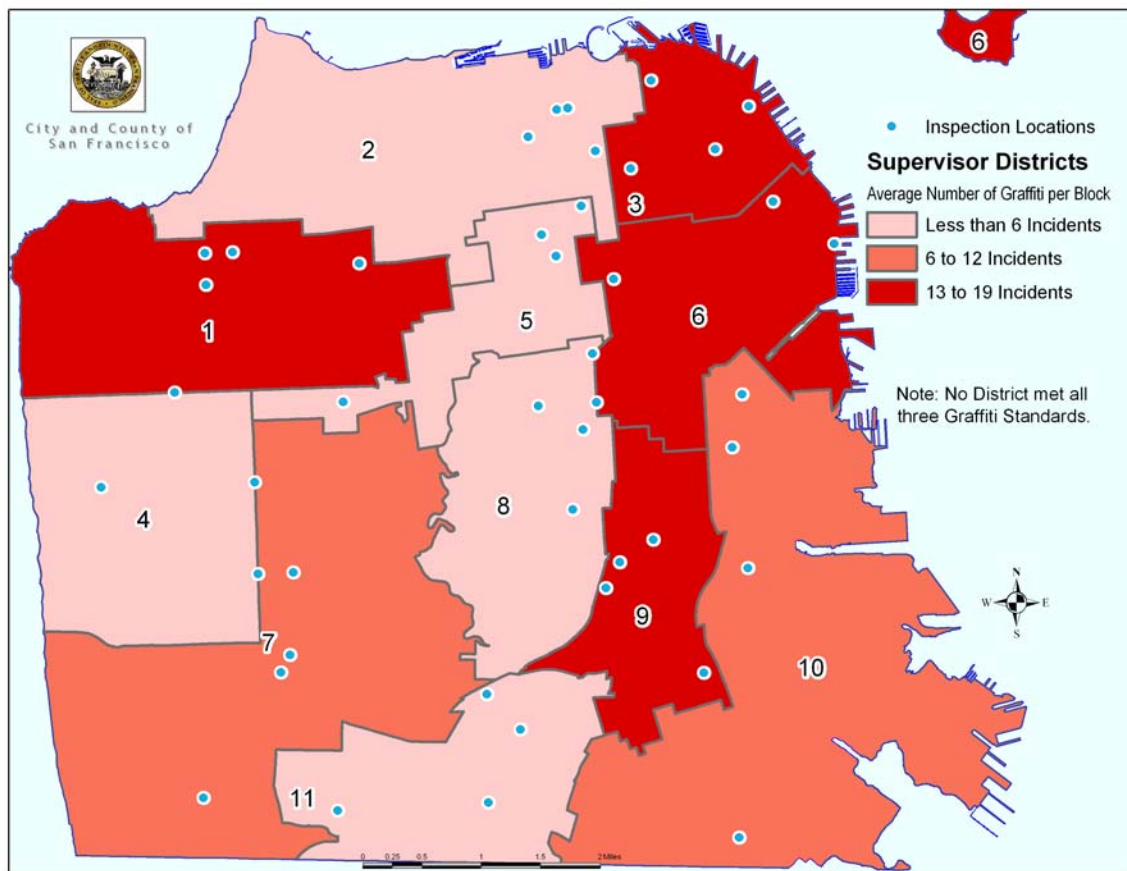
Private property: Only one area met the standard for private property on the inspected route: district 7 residential. In general, commercial routes have more incidents than residential (6 out of 11 supervisorial districts). Only 6 inspections out of 44 averaged less than one incident per block. Four inspections yielded more than seven incidents per block. One Mission district inspection yielded the highest average, with nearly 28 incidents per block (Valencia Street, between 23rd and Duncan). One segment alone contained 100 incidents.

The City's Graffiti Ordinance establishes private property owners as responsible for abating graffiti



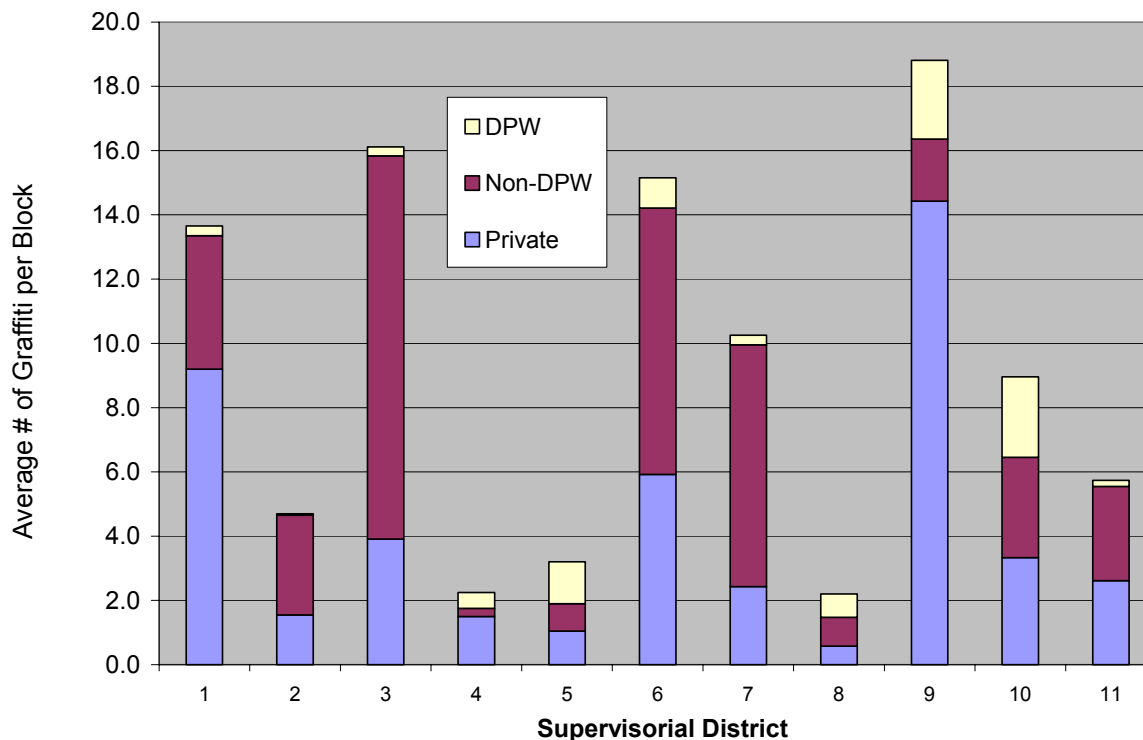
on their property. The City's 311 service center is the clearinghouse for graffiti reports, and DPW responds to reports by investigating and sending notices to property owners to remove the graffiti or request a hearing within 30 days. If the graffiti is removed, the notice is closed. If the graffiti has not been removed, a second notice is sent to the property owner requesting authorization for DPW to remove the graffiti at the owner's expense.

**EXHIBIT 18**    **Compliance With Street Maintenance Standards**  
**Graffiti Incidents per Block**  
**CSA Inspections by Supervisorial District**



Notes: Each score is an average of four inspections conducted per district.  
Results above combine DPW property, other public property, and private property averages.

Source: CSA inspections conducted in March 2007 and April 2007.

**EXHIBIT 19****Compliance With Street Maintenance Standards  
Graffiti Incidents by Category  
CSA Inspections by Supervisorial District**

Notes: Results are averages for DPW public property, other non-DPW public property, and private property.

Source: CSA inspections conducted in March 2007 and April 2007.

**Trash Receptacles**

Clean City trash receptacle

Met the standard: Only 6 of 44 inspections (14 percent) met the composite standard for this street feature (five out of six elements meeting 90 percent compliance). District 5 was the only district passing both commercial and residential routes.

However, by individual element, the average results across all inspections show that most elements came close to passing – between 80 percent and 91 percent compliance. Cleanliness immediately around the receptacle had the lowest average result (81 percent). See Appendix F for more detail.

Did not meet the standard: Thirty-eight out of 44 inspections (86 percent) did not meet the composite standard.

*Example: On Mission Street between 1st and 4th Streets, five out of five City receptacles were not overflowing, had a good coat of paint, and did not have litter surrounding them. But two out of five had some kind of structural damage, and five out of five had open or broken doors (district 6)*

## **Trees**

*Cleanliness and weediness in tree wells consistently does not meet the standard*

*Example: Out of 19 trees inspected along Taraval Street between 19th and 24th Avenues, 17 passed in appearance and 18 passed in tree clearance. Only five out of 19 trees passed the cleanliness and weediness standards (district 4)*



Tree well meeting the cleanliness and weediness standard



Tree well not meeting the standards

Commercial vs. residential: Receptacles in commercial routes met the standard more often than residential areas.

This may be largely due to fewer receptacles in residential areas, which brings down ratings when averages are calculated. Illegal dumping is also more likely in the residential area routes.

Of the four elements in this standard, tree appearance and tree clearance usually met the standard (inspected trees generally appear healthy and well-kept). On the other hand, the cleanliness and weediness in tree wells and containers is a challenge. Those elements of the standard were consistently not met.

Met the standard: Only one inspection out of 44 met all four elements (district 11 residential route). Most inspections passed only one or two elements of the standard.

However, by individual element, the average results across all inspections show that 95 percent of tree wells/planters met the tree appearance standard, and 93 percent met the tree clearance standard. Only 55 percent met the cleanliness standard. Sixty-nine percent met the weediness standard (see Appendix F for more detail).

Did not meet the standard: Forty-three out of 44 inspections did not meet all four elements. Twelve out of 44 inspections did not meet three or four elements.

Commercial vs. residential: These trends apply across the city, in both commercial and residential areas.

## Community Corridor Partnership

In October 2006, the mayor launched the Community Corridor Partnership (partnership), a cleaning initiative in targeted San Francisco neighborhoods also known as “Clean Corridors.” Led by DPW, in coordination with other city and private agencies, the partnership covers 100 City blocks and concentrates on public education and increased maintenance. The stated goal of the pilot program (October 2006 to June 2007) is to “demonstrate how San Francisco’s neighborhoods and business districts can be welcoming and vibrant assets to your community when everyone does their part.” The program was funded for the full year of FY 2007-08.

### Components of the Partnership:

- A block sweeper (Neighborhood Ambassador) who sweeps sidewalks and abates or report problems during peak hours (Thursday–Monday, 11:00 a.m. – 8:00 p.m.).
- Improved graffiti abatement through a private contractor and increased city maintenance.
- Increased City services through increased coordination (e.g., curb painting, tree basin maintenance, sidewalk repair).
- Better communication between residents, businesses and city agencies, working in coordination to make improvements.

DPW’s description of the partnership, including a copy of its street and sidewalk maintenance handbook, can be found at: [http://www.sfgov.org/site/sfdpw\\_page.asp?id=54049](http://www.sfgov.org/site/sfdpw_page.asp?id=54049)

Inspections: DPW has contracted with a nonprofit community agency to conduct inspections of the program’s corridors. Mission Neighborhood Centers (MNC) began conducting preliminary inspections in January and February 2007. Allowing for a start-up/training period, data was collected and reported starting in March 2007. Those first data results are available in **Exhibit 20**. DPW’s objective is to conduct inspections on the targeted corridors every other month.

**EXHIBIT 20**
**Compliance With Street Maintenance Standards**  
**DPW Inspections**  
**March 2007 - Community Partnership Corridors**

Criteria / feature	BEFORE	AFTER
	% of Districts met the standard	% of Districts met the standard
<b>1.0 Street Cleanliness</b>		
1.1 Score (1.0, 2.0, or 3.0)	55%	100%
<b>2.0 Sidewalk Cleanliness</b>		
2.1 Litter* (1.0, 2.0, or 3.0 score)	73%	100%
2.2 Grime, Leaks, Spills*	100%	100%
2.3 Graffiti *	45%	73%
2.4 Illegal Dumping **		
2.5 Feces, Needles, Glass, Condoms **		
<b>3.0 Graffiti</b>		
3.1 DPW public property	64%	
3.2 Non-DPW public property	9%	
3.3 Private property	9%	
<b>4.0 Trash Receptacles</b>		
4.1 Fullness	91%	
4.2 Cleanliness of trash receptacles	91%	
4.3 Cleanliness around trash receptacles	91%	
4.4 Painting	100%	
4.5 Structural integrity & function	100%	
4.6 Doors	100%	
Final Rating (5 out of 6)	91%	
<b>5.0 Trees and Landscaping</b>		
5.1 Cleanliness*	100%	
5.2 Tree Appearance*	100%	
5.3 Weediness*	100%	
5.4 Clearance*	100%	

Notes: Percentage of supervisorial districts meeting the standard (out of 11).

\* The standards utilized for sidewalk cleanliness, and trees and landscaping, were preliminary and not the final adopted versions.

\*\* Not all standards were utilized for "before" and "after" inspections.

Joint training between CSA and MNC inspectors had not occurred as of these inspections.

Inspections conducted by Mission Neighborhood Centers (MNC), contractor to DPW.

Source: DPW/MNC inspections (March 2007).

**Mechanical Sweeping**  
**Study**

In previous annual reports, CSA has recommended that results be tracked so that DPW management can make informed changes to maintenance schedules and to reallocate resources to produce better results. Specifically,

CSA recommended at the end of FY 2005-06 that DPW analyze its mechanical sweeping schedules together with inspection results, and determine if changes should be made to increase or decrease frequency of sweeps.

Following a Request for Proposal process, DPW contracted with a professional consultant (Short Elliot Hendrickson, Inc) in January 2007 to provide an analysis of street sweeping operations. The key tasks of this contract include an overview of current operations, collecting data including onsite observations, analysis of data and processes, comparison to industry standards, identifying opportunities for change including street sweeping frequency, equipment, crew hours, and routing effectiveness. The consultant will provide a draft and final report with recommendations for operational changes that could be implemented to improve sweeping effectiveness and cost efficiency.

At the date of the writing of this report, the consultant's final report has not been submitted. DPW management is working with the consultant on the content and timing of the final draft report.

## **Recommendations**

1. **DPW needs to conduct regular and consistent inspections.** In order to have meaningful data to analyze on the revised standards, DPW needs to ensure: 1) inspections occur on a regular basis throughout FY 2007-08, 2) the routes used for citywide inspections are expanded, and 3) the same data collection methods are used each time.
2. **DPW should use mid-point inspections.** CSA recommends DPW change the timing of their inspections to the mid-point between cleanings (halfway between scheduled mechanical sweepings). CSA has changed to this method for its inspections, which better captures a citizen's viewpoint during weekday hours and also maximizes inspection resources.
3. **Reallocate DPW street sweeping resources.** As highlighted in the FY 2004-05 and FY 2005-06 inspection results, some areas of the City consistently pass the street cleaning standards, both before and after sweeping. During the recent mid-point inspections by CSA (halfway between mechanical street sweepings), certain areas again rated well. This indicates street cleaning frequency could be reduced on

some routes in order to increase frequency on others with higher needs. To date, DPW has initiated a consultant's review of mechanical street sweeping. Final recommendations have not been published as of this report.

4. **Improve evaluation of Community Corridor Partnership Program.** DPW should implement a planned and consistent evaluation of this program. To enable comparison with the assessments done at the beginning of the program ("deficiency" lists), an updated evaluation should occur for each route using similar descriptions and coding. Additional categorization of the existing coding would assist with the results analysis. Evaluation results also should be electronically recorded in spreadsheets or database software to facilitate analysis.

Proper documentation of the program's activities is critical to evaluation. Specifically, CSA recommends DPW document the techniques perceived as successful in the areas of public outreach and education. These components are critical to any long-term solution to the City's cleanliness, and lessons learned should be applied towards routes outside the program.

5. **Obtain in-depth information on perceptions of street cleanliness.** Similar to the current Park Intercept Survey, the goal of this effort would be to obtain detailed information on city resident perceptions of the cleanliness of streets and sidewalks. CSA proposes to work with DPW to develop a survey method (e.g., citizen survey, focus group) to gather this information. The results should be reviewed and used to prioritize maintenance tasks, as well as to inform the definitions of the street cleaning standards.

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## APPENDIX A: Park Inspection Ratings by Park

AVERAGE RATING BY PARK		FY05-06			FY06-07			
	District	CON	REC	Con/Rec Variance	CON	REC	Con/Rec Variance	Change in CON rating
10TH AVE/CLEMENT MINI PARK	01	79%	66%	-13%	56%	38%	-18%	-23%
24TH/YORK MINI PARK	09	76%	93%	17%	96%	N/A	N/A	20%
29TH/DIAMOND OPEN SPACE	08	0%	100%	100%	0%	100%	100%	0%
ADAM ROGERS PARK	10	67%	50%	-17%	74%	78%	4%	7%
ALAMO SQUARE	05	95%	69%	-26%	86%	78%	-8%	-9%
ALICE CHALMERS PLAYGROUND	11	88%	93%	5%	83%	87%	4%	-5%
ALICE MARBLE TENNIS COURTS	02	100%	98%	-2%	100%	97%	-3%	0%
ALIOTO MINI PARK	09	98%	95%	-3%	83%	96%	13%	-15%
ALLYNE PARK	02	79%	100%	21%	64%	97%	33%	-15%
ALTA PLAZA	02	89%	94%	5%	78%	86%	8%	-11%
ANGELO J. ROSSI PLAYGROUND	01	85%	89%	4%	N/A	94%	N/A	N/A
APTOS PLAYGROUND	07		76%	N/A	100%	97%	-3%	100%
ARGONNE PLAYGROUND	01	76%	93%	17%	N/A	N/A	N/A	N/A
BALBOA PARK	07	81%	89%	8%	72%	98%	26%	-9%
BAY VIEW PLAYGROUND	10	74%	72%	-2%	80%	93%	13%	6%
BEIDEMAN/O'FARRELL MINI PARK	05	65%	78%	13%	88%	88%	0%	23%
BERNAL HEIGHTS RECREATION CENTER	09	89%	92%	3%	59%	87%	28%	-30%
BROADWAY TUNNEL EAST MINI PARK	03	40%	100%	60%	36%	38%	2%	-4%
BROADWAY TUNNEL WEST MINI PARK	03	63%	91%	28%	78%	100%	22%	15%
BROOKS PARK	11	88%	100%	12%	98%	92%	-6%	10%
BROTHERHOOD/CHESTER MINI PARK	07	55%	50%	-5%	95%	80%	-15%	40%
BUCHANAN STREET MALL	05	78%	68%	-10%	67%	59%	-8%	-11%
BUENA VISTA PARK	08	95%	62%	-33%	38%	80%	42%	-57%
BUSH/BRODERICK MINI PARK	05	84%	71%	-13%	85%	94%	9%	1%
CABRILLO PLAYGROUND	01	88%	85%	-3%	85%	87%	2%	-3%
CARL LARSEN PARK	04	60%	81%	21%	72%	72%	0%	12%
CAYUGA PLAYGROUND	11	64%	82%	18%	64%	97%	33%	0%
CAYUGA/LAMARTINE MINI PARK	11	50%	100%	50%	46%	96%	50%	-4%
CHESTNUT/KEARNY MINI PARK	03	60%	80%	20%	N/A	N/A	N/A	N/A
CHINESE PLAYGROUND	03	78%	94%	16%	N/A	N/A	N/A	N/A
CHINESE RECREATION CENTER	03	87%	85%	-2%	86%	N/A	N/A	-1%
COLERIDGE MINI PARK	09	73%	63%	-10%	74%	87%	13%	1%
COLLIS P. HUNTINGTON PARK	03	97%	98%	1%	98%	98%	0%	1%
CORONA HEIGHTS	08	68%	100%	32%	93%	87%	-6%	25%
COSO/PRECITA MINI PARK	09	75%	100%	25%	N/A	100%	N/A	N/A
COTTAGE ROW MINI PARK	05	85%	73%	-12%	100%	100%	0%	15%
COW HOLLOW PLAYGROUND	02	84%	94%	10%	100%	100%	0%	16%
CROCKER AMAZON PLAYGROUND	11	73%	83%	10%	74%	80%	6%	1%
DIAMOND/FARNUM OPEN SPACE	08	100%	100%	0%	100%	100%	0%	0%
DOUGLASS PLAYGROUND	08	53%	54%	1%	66%	82%	16%	13%
DUBOCE PARK	08	90%	92%	2%	78%	88%	10%	-12%
DUPONT COURTS	01	82%	87%	5%	82%	90%	8%	0%
ESPRIT PARK	10		88%	N/A	97%	94%	-3%	97%
EUREKA VALLEY PLAYGROUND	08		38%	N/A	87%	78%	-9%	87%
EVERSON/DIGBY LOTS	08	100%	100%	0%	50%	100%	50%	-50%
EXCELSIOR PLAYGROUND	11	87%	98%	11%	80%	98%	18%	-7%
FATHER ALFRED E. BOEDEKER PARK	06	72%	100%	28%	84%	95%	11%	12%
FAY PARK	03	NA	NA	NA	97%	100%	3%	N/A
FERRY PARK	03	92%	88%	-4%	100%	77%	-23%	8%
FILLMORE/TURK MINI PARK	05	55%	73%	18%	86%	72%	-14%	31%
FRANKLIN SQUARE	06	66%	17%	-49%	71%	76%	5%	5%
FULTON PLAYGROUND	01	95%	79%	-16%	91%	93%	2%	-4%
GARFIELD SQUARE	09	61%	70%	9%	79%	82%	3%	18%
GENEVA AVENUE STRIP	11	27%	0%	-27%	N/A	25%	N/A	N/A
GEORGE CHRISTOPHER PLAYGROUND	08	86%	50%	-36%	89%	88%	-1%	3%
GILMAN PLAYGROUND	10	80%	70%	-10%	66%	90%	24%	-14%
GLEN PARK	08	77%	86%	9%	91%	88%	-3%	14%
GOLDEN GATE HEIGHTS PARK	07	87%	88%	1%	78%	91%	13%	-9%

AVERAGE RATING BY PARK		FY05-06			FY06-07			
	District	CON	REC	Con/Rec variance	CON	REC	Con/Rec variance	Change in CON rating
GOLDEN GATE PARK	01	84%	86%	2%	84%	80%	-4%	0%
GOLDEN GATE/STEINER MINI PARK	05	84%	58%	-26%	82%	71%	-11%	-2%
GRATTAN PLAYGROUND	05	58%	87%	29%	79%	82%	3%	21%
HAMILTON PLAYGROUND	05	79%	47%	-32%	72%	51%	-21%	-7%
HAYES VALLEY PLAYGROUND	05	87%	94%	7%	96%	82%	-14%	9%
HEAD/BROTHERHOOD MINI PARK	11	80%	96%	16%	73%	64%	-9%	-7%
HELEN WILLS PLAYGROUND	03	100%	92%	-8%	97%	99%	2%	-3%
HERZ PLAYGROUND	10.00	N/A	N/A	N/A	88%	90%	2%	N/A
HILLTOP PARK	10	78%	63%	-15%	75%	72%	-3%	-3%
HOLLY PARK	09	86%	93%	7%	72%	92%	20%	-14%
HYDE/VALLEJO MINI PARK	03	64%	100%	36%	94%	93%	-1%	30%
INA COOLBRITH MINI PARK	03	83%	83%	0%	100%	81%	-19%	17%
INDIA BASIN SHORELINE PARK	10	81%	72%	-9%	82%	79%	-3%	1%
J. P. MURPHY PLAYGROUND	07	96%	100%	4%	96%	96%	0%	0%
JACKSON PLAYGROUND	10	89%	88%	-1%	95%	73%	-22%	6%
JAMES ROLPH JR PLAYGROUND	09	80%	85%	5%	72%	68%	-4%	-8%
JAPANESE PEACE PLAZA AND PAGODA	05	73%	88%	15%	100%	83%	-17%	27%
JEFFERSON SQUARE	06	72%	79%	7%	89%	53%	-36%	17%
JOE DIMAGGIO PLAYGROUND	03	88%	90%	2%	98%	91%	-8%	11%
JOHN MCLAREN PARK	10	80%	72%	-8%	85%	83%	-2%	5%
JOOST/BADEN MINI PARK	08	90%	57%	-33%	84%	39%	-45%	-6%
JOSE CORONADO PLAYGROUND	09	80%	86%	6%	N/A	100%	N/A	N/A
JOSEPH CONRAD MINI PARK	03	88%	90%	2%	81%	95%	14%	-7%
JOSEPH L. ALIOTO PERFORMING ARTS PIAZZA	06	70%	97%	27%	100%	98%	-2%	30%
JOSEPH LEE RECREATION CENTER	10	59%	41%	-18%	N/A	N/A	N/A	N/A
JULIUS KAHN PLAYGROUND	02	96%	87%	-9%	82%	94%	12%	-14%
JUNIPERO SERRA PLAYGROUND	07	94%	94%	0%	97%	N/A	N/A	3%
JURI COMMONS	09	78%	74%	-4%	98%	96%	-2%	20%
JUSTIN HERMAN/EMBARCADERO PLAZA	03	73%	90%	17%	93%	91%	-2%	20%
KELLOCH VELASCO MINI PARK	10	82%	88%	6%	68%	75%	7%	-14%
KID POWER PARK	06	98%	100%	2%	98%	98%	0%	0%
KOSHLAND PARK	05	88%	87%	-1%	80%	86%	6%	-8%
LAFAYETTE PARK	02	74%	58%	-16%	83%	92%	9%	9%
LAKE MERCED PARK	07	85%	73%	-12%	98%	77%	-21%	13%
LAUREL HILL PLAYGROUND	02	92%	90%	-2%	87%	90%	3%	-5%
LESSING/SEARS MINI PARK	11	81%	62%	-19%	87%	92%	5%	6%
LINCOLN PARK	01	77%	69%	-8%	66%	83%	17%	-11%
LITTLE HOLLYWOOD PARK	10	94%	85%	-9%	76%	76%	0%	-18%
LOUIS SUTTER PLAYGROUND	10	N/A	N/A	N/A	89%	N/A	N/A	N/A
LOWER GREAT HIGHWAY	04	N/A	N/A	N/A	83%	81%	-2%	N/A
MARGARET S HAYWARD PLAYGROUND	06	72%	87%	15%	89%	82%	-7%	17%
MCCOPPIN SQUARE	04	78%	92%	14%	85%	83%	-2%	7%
MCKINLEY SQUARE	10	53%	90%	37%	91%	75%	-16%	38%
MERCED HEIGHTS PLAYGROUND	11	67%	75%	8%	92%	89%	-3%	25%
MICHELANGELO PLAYGROUND	03	95%	96%	1%	89%	98%	9%	-6%
MIDTOWN TERRACE PLAYGROUND	07	91%	97%	6%	89%	87%	-2%	-2%
MIRALOMA PLAYGROUND	07	69%	91%	22%	94%	76%	-18%	25%
MISSION DOLORES PARK	08	78%	95%	17%	72%	80%	8%	-6%
MISSION PLAYGROUND	08	78%	57%	-21%	94%	95%	1%	16%
MISSION RECREATION CENTER	09	93%	100%	7%	92%	94%	2%	-1%
MOSCONE RECREATION CENTER	02	89%	77%	-12%	89%	94%	5%	0%
MOUNTAIN LAKE PARK	02	75%	85%	10%	86%	89%	3%	11%
MT OLYMPUS	08	100%	95%	-5%	72%	53%	-19%	-28%
MULLEN/PERALTA MINI PARK	09	100%	100%	0%	100%	100%	0%	0%
MURIEL LEFF MINI PARK	01	90%	97%	7%	87%	91%	4%	-3%
NOE VALLEY COURTS	08	86%	54%	-32%	75%	36%	-39%	-11%
OCEAN VIEW PLAYGROUND	11	36%	55%	19%	N/A	N/A	N/A	N/A
PAGE/LAGUNA MINI PARK	05	80%	83%	3%	80%	51%	-29%	0%
PALACE OF FINE ARTS	02	67%	77%	10%	91%	88%	-3%	24%
PALEGA RECREATION CENTER	09	84%	80%	-4%	76%	91%		-8%
PALOU/PEHELPS PARK	10	94%	79%	-15%	90%	86%	15%	-4%

AVERAGE RATING BY PARK		FY05-06			FY06-07			
	District	CON	REC	Con/Rec variance	CON	REC	Con/Rec variance	Change in CON rating
PARK PRESIDIO BLVD	01	N/A	N/A	N/A	85%	82%	-4%	N/A
PARKSIDE SQUARE	04	68%	87%	19%	83%	72%	17%	15%
PARQUE NINOS UNIDOS	09	84%	91%	7%	95%	94%	-11%	11%
PATRICIAS GREEN IN HAYES VALLEY	06	93%		N/A	91%	94%	-1%	-2%
PEIXOTTO PLAYGROUND	08	98%	77%	-21%	88%	92%	3%	-10%
PINE LAKE PARK	04	54%	69%	15%	72%	N/A	N/A	18%
PORTSMOUTH SQUARE	03	70%	71%	1%	63%	70%	7%	-7%
POTRERO DEL SOL PARK	10	68%	84%	16%	63%	73%	10%	-5%
POTRERO HILL RECREATION CENTER	10	71%	83%	12%	80%	81%	1%	9%
PRECITA PARK	09	88%	93%	5%	82%	95%	13%	-6%
PRENTISS MINI PARK	09	81%	94%	13%	95%	79%	-16%	14%
PRESIDIO HEIGHTS PLAYGROUND	02	93%	93%	0%	96%	87%	-9%	3%
RANDOLPH/BRIGHT MINI PARK	11	63%	88%	25%	79%	74%	-5%	16%
RAYMOND KIMBELL PLAYGROUND	05	75%	57%	-18%	75%	68%	-7%	0%
RICHMOND PLAYGROUND	01	91%	95%	4%	86%	74%	-12%	-5%
RICHMOND RECREATION CENTER	01	98%	95%	-3%	100%	100%	0%	2%
RIDGETOP PLAZA	10	89%	76%	-13%	83%	88%	5%	-6%
ROCHAMBEAU PLAYGROUND	01	88%	100%	12%	97%	75%	-22%	9%
ROLPH NICOL PLAYGROUND	07	52%	90%	38%	86%	80%	-6%	34%
SATURN STREET STEPS	08	79%	29%	-50%	36%	83%	47%	-43%
SELBY/PALOU MINI PARK	10	75%	55%	-20%	81%	82%	1%	6%
SEWARD MINI PARK	08	42%	94%	52%	89%	86%	-3%	47%
SGT. JOHN MACAULAY PARK	06	79%	76%	-3%	73%	85%	12%	-6%
SIGMUND STERN RECREATION GROVE	04	80%	92%	12%	80%	82%	2%	0%
SILVER TERRACE PLAYGROUND	10	85%	80%	-5%	91%	95%	4%	6%
SOUTH OF MARKET RECREATION CENTER	06	80%	84%	4%	79%	91%	12%	-1%
SOUTH PARK	06	83%	98%	15%	70%	87%	17%	-13%
SOUTH SUNSET PLAYGROUND	04	70%	91%	21%	80%	87%	7%	10%
ST. MARY'S PLAYGROUND	09	89%	98%	9%	92%	83%	-9%	3%
ST. MARY'S SQUARE	03	85%	100%	15%	85%	88%	3%	0%
STATES STREET PLAYGROUND	08	61%	96%	35%	92%	95%	3%	31%
SUNNYSIDE CONSERVATORY	08	37%	65%	28%	63%	59%	-4%	26%
SUNNYSIDE PLAYGROUND	07	74%	64%	-10%	69%	82%	13%	-5%
SUNSET PLAYGROUND	04	79%	77%	-2%	73%	89%	16%	-6%
TELEGRAPH HILL/PIONEER PARK	03	82%	66%	-16%	89%	98%	9%	7%
TENDERLOIN RECREATION CENTER	06	94%	94%	0%	93%	94%	1%	-1%
TOPAZ OPEN SPACE	08	100%	0%	-100%	100%	0%	-100%	0%
TURK/HYDE MINI PARK	06	78%	100%	22%	73%	N/A	N/A	-5%
UNION SQUARE	03	92%	100%	8%	100%	100%	0%	8%
UPPER NOE RECREATION CENTER	08	85%	78%	-7%	N/A	N/A	N/A	N/A
UTAH/18TH MINI PARK	10	100%	47%	-53%	88%	88%	0%	-12%
VICTORIA MANALO DRAVES PARK	06	Na	Na	Na	82%	100%	18%	N/A
VISITACION VALLEY COMMUNITY CENTER	10	81%	81%	0%	85%	65%	-20%	4%
VISITACION VALLEY GREENWAY	10	98%	84%	-14%	80%	94%	14%	-18%
VISITACION VALLEY PLAYGROUND	10	86%	98%	12%	82%	92%	10%	-4%
WALTER HAAS PLAYGROUND	08	97%	85%	-12%	95%	95%	0%	-2%
WASHINGTON SQUARE	03	84%	61%	-23%	83%	94%	11%	-1%
WASHINGTON/HYDE MINI PARK	03	93%	100%	7%	100%	N/A	N/A	7%
WEST PORTAL PLAYGROUND	07	70%	100%	30%	88%	78%	-10%	18%
WEST SUNSET PLAYGROUND	04	76%	96%	20%	68%	88%	20%	-8%
WILLIE WOO WOO WONG PLAYGROUND	03	N/A	N/A	N/A	99%	97%	-2%	N/A
WOH HEI YUEN PARK	03	75%	86%	11%	100%	96%	-4%	25%
YACHT HARBOR AND MARINA GREEN	02	80%	79%	-1%	92%	78%	-14%	12%
YOUNGBLOOD COLEMAN PLAYGROUND	10	66%	78%	12%	87%	82%	-25%	21%

The average rating is calculated by dividing the sum of all the standards met (Yes answers) by a given park by the total standards met and not met (Yes and No answers).

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## APPENDIX B: Park Inspection Ratings by Feature

Park Feature	District 01	District 02	District 03	District 04	District 05	District 06	District 07	District 08	District 09	District 10	District 11	CityWide
Lawns	83%	81%	93%	77%	78%	88%	88%	73%	70%	78%	82%	81%
Ornamental Gardens, Shrubs, and Ground Covers	87%	93%	87%	75%	70%	59%	82%	66%	76%	70%	67%	75%
Trees	91%	90%	95%	94%	98%	91%	88%	89%	91%	99%	78%	92%
Hardscapes and Trails	71%	82%	87%	71%	80%	86%	92%	71%	87%	76%	79%	80%
Open Space	100%	100%	0%	83%	0%	0%	100%	67%	67%	50%	100%	76%
Turf Athletic Fields	85%	82%	0%	66%	80%	86%	87%	65%	76%	78%	73%	76%
Outdoor Athletic Courts	97%	93%	96%	90%	78%	94%	87%	86%	93%	91%	82%	90%
Childrens Play Areas	69%	83%	85%	63%	77%	79%	83%	80%	85%	77%	71%	78%
Dog Play Areas	0%	70%	0%	69%	63%	100%	60%	66%	100%	88%	63%	72%
Restrooms	83%	88%	81%	70%	87%	74%	84%	87%	88%	91%	85%	85%
Parking Lots and Roads	93%	88%	0%	88%	72%	0%	94%	67%	78%	88%	67%	86%
Waste and Recycling Receptacle	94%	92%	91%	83%	76%	91%	96%	85%	89%	81%	77%	87%
Benches, Tables, and Grills	65%	82%	89%	65%	76%	79%	84%	79%	69%	71%	64%	75%
Amenities and Structures	79%	83%	91%	80%	85%	83%	87%	75%	79%	85%	66%	82%
District Average	82%	87%	90%	77%	84%	84%	89%	75%	84%	82%	77%	82%

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## APPENDIX C: Results of Staffing Analysis by Rec & Park

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>NEIGHBORHOOD PARKS</b>			<b>210.4</b>	<b>108.6</b>	<b>101.8</b>	<b>97.4</b>	<b>41.0</b>	<b>56.4</b>	<b>112.9</b>	<b>67.6</b>	<b>45.4</b>
<b>District 01</b>			<b>11.9</b>	<b>3.6</b>	<b>8.2</b>	<b>5.8</b>	<b>2.5</b>	<b>3.3</b>	<b>6.1</b>	<b>1.1</b>	<b>4.9</b>
10TH AVE/CLEMENT MINI PARK	Mini Park	0.8	0.2		0.2	0.1		0.1	0.1		0.1
ANGELO J. ROSSI PLAYGROUND	Neighborhood Park or Playground	7.1	2.7	0.7	1.9	1.3	0.3	1.0	1.3	0.4	0.9
ARGONNE PLAYGROUND	Neighborhood Park or Playground	0.9	0.8	0.3	0.5	0.6	0.3	0.4	0.1		0.1
CABRILLO PLAYGROUND	Neighborhood Park or Playground	1.1	0.8	0.3	0.5	0.7	0.2	0.5	0.1	0.1	0.1
DUPONT COURTS	Neighborhood Park or Playground	1.0	0.9	0.2	0.7	0.7		0.7	0.2	0.2	0
FULTON PLAYGROUND	Neighborhood Park or Playground	0.9	0.8	0.0	0.7	0.6	0.0	0.6	0.1		0.1
MURIEL LEFF MINI PARK	Mini Park	0.2	0.1	0.3	-0.2	0.1		0.1	0.0	0.3	-0.3
PARK PRESIDIO BLVD	Parkway	19.0	3.5		3.5				3.5		3.5
RICHMOND PLAYGROUND	Neighborhood Park or Playground	0.9	0.8	0.3	0.6	0.7	0.3	0.4	0.2		0.2
RICHMOND RECREATION CENTER	Neighborhood Park or Playground	0.9	0.2	1.1	-0.9	0.2	1.1	-1.0	0.1		0.1
ROCHAMBEAU PLAYGROUND	Neighborhood Park or Playground	0.8	1.0	0.4	0.6	0.9	0.3	0.6	0.2	0.1	0
<b>District 02</b>			<b>28.2</b>	<b>9.3</b>	<b>19.0</b>	<b>13.2</b>	<b>2.8</b>	<b>10.4</b>	<b>15.1</b>	<b>6.5</b>	<b>8.6</b>
ALICE MARBLE TENNIS COURTS	Neighborhood Park or Playground	0.8	0.2	0.1	0.1	0.1		0.1	0.1	0.1	0
ALLYNE PARK	Neighborhood Park or Playground	0.9	0.3		0.3				0.3		0.3
ALTA PLAZA	Neighborhood Park or Playground	13.5	3.3	1.3	2.0	1.2	0.3	0.9	2.1	1.1	1.0
COW HOLLOW PLAYGROUND	Neighborhood Park or Playground	0.1	0.7	0.2	0.5	0.6	0.1	0.5	0.0	0.1	0
JULIUS KAHN PLAYGROUND	Neighborhood Park or Playground	11.6	2.3	1.1	1.3	1.0	0.3	0.8	1.3	0.8	0.5
LAFAYETTE PARK	Neighborhood Park or Playground	12.5	3.3	2.0	1.3	1.4	0.1	1.3	1.9	1.9	0
LAUREL HILL PLAYGROUND	Neighborhood Park or Playground	1.5	1.3	0.3	0.9	0.7	0.3	0.5	0.5	0.1	0.5
MOSCONE RECREATION CENTER	Neighborhood Park or Playground	12.9	6.3	2.8	3.5	3.6	1.0	2.6	2.7	1.8	0.8
MOUNTAIN LAKE PARK	Neighborhood Park or Playground	13.3	3.7	0.8	2.8	1.2	0.4	0.8	2.5	0.5	2.0
PALACE OF FINE ARTS	Civic Plaza or Square	19.5	1.8	0.3	1.5	0.5	0.1	0.4	1.3	0.2	1.1
PRESIDIO HEIGHTS PLAYGROUND	Neighborhood Park or Playground	0.5	0.8	0.1	0.6	0.7	0.1	0.5	0.1		0.1
RUSSIAN HILL OPEN SPACE	Neighborhood Park or Playground	1.0	0.3		0.3				0.3		0.3
YACHT HARBOR AND MARINA GREEN	Civic Plaza or Square	70.5	4.0	0.2	3.8	2.2	0.2	2.0	1.9		1.9

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 03</b>			<b>16.177</b>	<b>10.95</b>	<b>5.227</b>	<b>10.955</b>	<b>5.25</b>	<b>5.705</b>	<b>5.222</b>	<b>5.7</b>	<b>-0.478</b>
BROADWAY TUNNEL EAST MINI PARK	Mini Park	0.03	0.0		0				0.0		0
BROADWAY TUNNEL WEST MINI PARK	Mini Park	0.12	0.1		0.1	0.0		0	0.0		0
CHESTNUT/KEARNY OPEN SPACE	Mini Park	0.13	0.1		0.1				0.1		0.1
CHINESE RECREATION CENTER	Neighborhood Park or Playground	0.67	1.4	1.1	0.3	1.3	1.0	0.3	0.1	0.1	0
COLLIS P. HUNTINGTON PARK	Civic Plaza or Square	1.30	0.6	1.5	-0.9	0.3		0.3	0.3	1.5	-1.2
FAY PARK	Neighborhood Park or Playground	0.33	0.1	0.1	0				0.1	0.1	0
FERRY PARK	Neighborhood Park or Playground	4.44	1.0	0.1	0.9	0.4	0.1	0.3	0.6		0.6
HELEN WILLS PLAYGROUND	Neighborhood Park or Playground	0.93	0.9	0.4	0.5	0.8	0.4	0.4	0.1		0.1
HYDE/VALLEJO MINI PARK	Mini Park	0.11	0.1	0.1	0.0	0.0		0.0	0.0	0.1	0.0
INA COOLBRITH MINI PARK	Mini Park	0.86	0.4	0.1	0.3				0.4	0.1	0.3
JOE DIMAGGIO PLAYGROUND	Neighborhood Park or Playground	2.90	2.6	0.9	1.8	2.2	0.6	1.6	0.4	0.3	0.2
JOSEPH CONRAD MINI PARK	Mini Park	0.15	0.1	0.1	0	0.0		0	0.0	0.1	-0.1
JUSTIN HERMAN/EMBARCADERO PLAZA	Civic Plaza or Square	1.14	0.2		0.2	0.1		0.1	0.2		0.2
MARITIME PLAZA	Civic Plaza or Square	0.00									
MICHELANGELO PLAYGROUND	Neighborhood Park or Playground	0.44	0.2	0.3	-0.1	0.2		0.2	0.1	0.3	-0.2
PORTSMOUTH SQUARE	Neighborhood Park or Playground	2.77	2.1	2.1	-0.1	1.7	1.2	0.6	0.3	1.0	-0.6
ST. MARY'S SQUARE	Civic Plaza or Square	0.93	0.8	0.4	0.4	0.6		0.6	0.2	0.4	-0.2
TELEGRAPH HILL/PIONEER PARK	Civic Plaza or Square	4.91	1.4	0.8	0.6	0.0	0.2	-0.2	1.3	0.6	0.8
UNION SQUARE	Civic Plaza or Square	5.19	0.9	0.9	0.1	0.5	0.2	0.3	0.4	0.7	-0.3
WASHINGTON SQUARE	Civic Plaza or Square	2.75	1.2	1.4	-0.2	0.9	0.7	0.2	0.4	0.8	-0.4
WASHINGTON/HYDE MINI PARK	Mini Park	0.16	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0
WILLIE WOO WOO WONG PLAYGROUND	Neighborhood Park or Playground	0.72	0.8	0.5	0.4	0.7	0.5	0.3	0.1		0.1
WOH HEI YUEN PARK	Neighborhood Park or Playground	0.35	0.8	0.4	0.4	0.8	0.4	0.3	0.1		0.1



Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 04</b>			<b>19.9</b>	<b>9.9</b>	<b>10.0</b>	<b>7.0</b>	<b>2.1</b>	<b>5.0</b>	<b>12.8</b>	<b>7.8</b>	<b>5.0</b>
CARL LARSEN PARK	Neighborhood Park or Playground	7.02	2.1	0.7	1.4	1.2	0.2	1.0	0.9	0.5	0.3
LOWER GREAT HIGHWAY	Parkway	21.10	6.3	3.0	3.3	2.0		2.0	4.3	3.0	1.3
MCCOPPIN SQUARE	Neighborhood Park or Playground	8.11	1.7	0.6	1.1	0.7		0.7	1.0	0.6	0.4
PARKSIDE SQUARE	Neighborhood Park or Playground	8.92	2.5	0.7	1.8	0.9	0.2	0.7	1.5	0.5	1.0
SOUTH SUNSET PLAYGROUND	Neighborhood Park or Playground	4.11	1.7	1.0	0.8	0.7	0.3	0.4	1.0	0.6	0.4
SUNSET PLAYGROUND	Neighborhood Park or Playground	3.88	1.4	1.4	-0.1	0.7	0.8	-0.1	0.6	0.6	0
WEST SUNSET PLAYGROUND	Neighborhood Park or Playground	17.49	4.1	2.3	1.8	0.8	0.6	0.2	3.3	1.7	1.6
<b>District 05</b>			<b>8.8</b>	<b>6.2</b>	<b>2.5</b>	<b>4.4</b>	<b>3.0</b>	<b>1.4</b>	<b>4.4</b>	<b>3.3</b>	<b>1.1</b>
ALAMO SQUARE	Neighborhood Park or Playground	14.34	2.4	0.6	1.8	1.1		1.1	1.2	0.6	0.6
BEIDEMAN/O'FARRELL MINI PARK	Mini Park	0.09	0.0	0.1	-0.1				0.0	0.1	-0.1
BUCHANAN STREET MALL	Neighborhood Park or Playground	1.96	0.4	0.1	0.3	0.1		0.1	0.3	0.1	0.2
BUSH/BRODERICK MINI PARK	Mini Park	0.15	0.0	0.2	-0.1	0.0		0	0.0	0.2	-0.2
COTTAGE ROW MINI PARK	Mini Park	0.17	0.1	0.1	0	0.1		0.1	0.1	0.1	-0.1
FILLMORE/TURK MINI PARK	Mini Park	0.23	0.0	0.1	0				0.0	0.1	0
GOLDEN GATE/STEINER MINI PARK	Mini Park	0.12	0.0	0.1	0	0.0		0	0.0	0.1	-0.1
GRATTAN PLAYGROUND	Neighborhood Park or Playground	1.87	1.2	0.5	0.7	0.8	0.4	0.4	0.4	0.1	0.3
HAMILTON PLAYGROUND	Neighborhood Park or Playground	3.20	1.3	2.4	-1.2	0.9	1.6	-0.7	0.4	0.9	-0.5
HAYES VALLEY PLAYGROUND	Neighborhood Park or Playground	0.75	0.3	0.1	0.1	0.2	0.1	0	0.1		0.1
JAPANESE PEACE PLAZA AND PAGODA	Civic Plaza or Square	0.84	0.3	0.1	0.1	0.1		0.1	0.1	0.1	0
KOSH LAND PARK	Neighborhood Park or Playground	0.96	0.2	0.2	0.0	0.1		0.1	0.1	0.2	-0.1
NATURAL AREAS/VOLUNTEERS PROGRAM	Real Estate/ Admin Svcs	0.33	0.6	0.3	0.3	0.6	0.3	0.3	0.0		0
PAGE/LAGUNA MINI PARK	Mini Park	0.16	0.1	0.1	0				0.1	0.1	0
RAYMOND KIMBELL PLAYGROUND	Neighborhood Park or Playground	9.23	1.7	1.2	0.4	0.2	0.7	-0.4	1.4	0.6	0.9
TANK HILL	Neighborhood Park or Playground	2.87		0.0	0					0.0	0

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 06</b>			<b>8.3</b>	<b>10.9</b>	<b>-2.6</b>	<b>3.9</b>	<b>4.7</b>	<b>-0.8</b>	<b>4.4</b>	<b>6.2</b>	<b>-1.8</b>
FATHER ALFRED E. BOEDDEKER PARK	Neighborhood Park or Playground	1.09	0.5	1.5	-1.0	0.3	1.2	-0.9	0.2	0.3	-0.1
FRANKLIN SQUARE	Neighborhood Park or Playground	4.84	1.2	1.0	0.1	0.4	0.4	0	0.8	0.6	0.2
JEFFERSON SQUARE	Neighborhood Park or Playground	6.43	1.5	0.4	1.1	0.9		0.9	0.5	0.4	0.2
JOSEPH L. ALIOTO PERFORMING ARTS PIAZZA	Civic Plaza or Square	5.38	1.1	0.3	0.9	0.8	0.3	0.5	0.4		0.4
KID POWER PARK	Neighborhood Park or Playground	0.26	0.2	0.5	-0.3	0.1		0.1	0.1	0.5	-0.4
MARGARET S HAYWARD PLAYGROUND	Neighborhood Park or Playground	5.04	1.4	1.8	-0.4	0.4	0.4	-0.1	1.0	1.4	-0.3
PATRICIAS GREEN IN HAYES VALLEY	Mini Park	0.45	0.2	0.1	0.1	0.2		0.2	0.1	0.1	0
SGT. JOHN MACAULAY PARK	Mini Park	0.21	0.2	0.2	0.1	0.1	0.1	0	0.1	0.1	0
SOUTH OF MARKET RECREATION CENTER	Neighborhood Park or Playground	1.16	0.3	1.1	-0.7	0.2	1.0	-0.8	0.2	0.1	0.1
SOUTH PARK	Neighborhood Park or Playground	0.85	0.5	0.1	0.4	0.4		0.4	0.1	0.1	0
TENDERLOIN RECREATION CENTER	Neighborhood Park or Playground	0.65	0.2	1.2	-1.1	0.1	1.2	-1.1	0.0	0.0	0
TURK/HYDE MINI PARK	Mini Park	0.11	0.1	0.2	0	0.1	0.1	0	0.1	0.1	0
VICTORIA MANALO DRAVES PARK	Neighborhood Park or Playground	0.00	0.3		0.3	0.0		0	0.3		0.3
<b>District 07</b>			<b>21.7</b>	<b>9.7</b>	<b>12.1</b>	<b>8.6</b>	<b>2.5</b>	<b>6.1</b>	<b>13.1</b>	<b>7.1</b>	<b>6.0</b>
APTOS PLAYGROUND	Neighborhood Park or Playground	0.00	0.8	0.6	0.2	0.6		0.6	0.2	0.6	-0.4
BALBOA PARK	Neighborhood Park or Playground	36.52	6.4	4.0	2.4	3.0	1.0	2.0	3.4	3.0	0.4
BROTHERHOOD/CHESTER MINI PARK	Mini Park	0.59	0.2	0.0	0.1				0.2	0.0	0.1
EDGEHILL MOUNTAIN	Neighborhood Park or Playground	2.33		0.0	0					0.0	0
GOLDEN GATE HEIGHTS PARK	Neighborhood Park or Playground	6.57	1.4	0.4	1.0	0.1		0.1	1.3	0.4	0.9
GRAND VIEW OPEN SPACE	Neighborhood Park or Playground	0.60	0.2	0.0	0.1				0.2	0.0	0.1
GRAND VIEW PARK	Neighborhood Park or Playground	3.98	0.1	0.0	0	0.1		0.1	0.0	0.0	0
HAWK HILL	Neighborhood Park or Playground	4.97	0.1	0.1	0				0.1	0.1	0
INTERIOR GREEN BELT	Neighborhood Park or Playground	21.35	1.3		1.3				1.3		1.3

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 07 (continued)</b>			<b>21.7</b>	<b>9.7</b>	<b>12.1</b>	<b>8.6</b>	<b>2.5</b>	<b>6.1</b>	<b>13.1</b>	<b>7.1</b>	<b>6.0</b>
J. P. MURPHY PLAYGROUND	Neighborhood Park or Playground	1.33	1.1	0.8	0.3	0.8	0.4	0.4	0.3	0.4	0
JUNIPERO SERRA PLAYGROUND	Neighborhood Park or Playground	1.75	1.2	0.6	0.6	0.8		0.8	0.5	0.6	-0.2
MIDTOWN TERRACE PLAYGROUND	Neighborhood Park or Playground	12.03	3.3	1.0	2.2	0.7	0.3	0.4	2.6	0.8	1.9
MIRALOMA PLAYGROUND	Neighborhood Park or Playground	2.43	1.5	1.0	0.5	0.8		0.8	0.7	1.0	-0.3
MT DAVIDSON PARK	Neighborhood Park or Playground	40.68	0.1		0.1				0.1		0.1
ROCK OUTCROPPING	Neighborhood Park or Playground	1.61		0.0	0					0.0	0
ROLPH NICOL PLAYGROUND	Neighborhood Park or Playground	3.14	1.1		1.1	0.0		0.0	1.0		1.0
SUNNYSIDE PLAYGROUND	Neighborhood Park or Playground	3.27	1.1		1.1	0.8		0.8	0.3		0.3
TWIN PEAKS	Neighborhood Park or Playground	54.59	0.8		0.8				0.8		0.8
WEST PORTAL PLAYGROUND	Neighborhood Park or Playground	1.28	1.2	1.0	0.2	1.0	0.9	0.1	0.2	0.1	0.1
<b>District 08</b>			<b>22.8</b>	<b>11.3</b>	<b>11.5</b>	<b>10.1</b>	<b>4.9</b>	<b>5.2</b>	<b>12.7</b>	<b>6.5</b>	<b>6.3</b>
29TH/DIAMOND OPEN SPACE	Neighborhood Park or Playground	0.93	0.2		0.2				0.2		0.2
BERKELEY WAY OPEN SPACE	Neighborhood Park or Playground	0.82	0.2		0.2				0.2		0.2
BILLY GOAT HILL	Neighborhood Park or Playground	3.66	0.0		0				0.0		0
CORONA HEIGHTS	Neighborhood Park or Playground	13.65	1.1	1.3	-0.2	0.2	1.0	-0.8	0.9	0.3	0.6
CRAGS COURT GARDEN	Community Garden	0.41	0.1		0.1				0.1		0.1
DIAMOND/FARNUM OPEN SPACE	Neighborhood Park or Playground	0.07	0.0		0				0.0		0
DOROTHY ERSKINE PARK	Neighborhood Park or Playground	1.60	0.1	0.1	0	0.0		0	0.0	0.1	0
DOUGLASS PLAYGROUND	Neighborhood Park or Playground	9.53	4.5	0.3	4.2	1.6		1.6	2.9	0.3	2.6
DUBOCE PARK	Neighborhood Park or Playground	4.34	2.5	2.0	0.5	2.0	1.0	1.0	0.5	1.0	-0.5
DUNCAN/CASTRO OPEN SPACE	Neighborhood Park or Playground	0.58	0.0		0				0.0		0
EUREKA VALLEY PLAYGROUND	Neighborhood Park or Playground	1.93	0.5	1.6	-1.1	0.0	1.0	-1.0	0.5	0.6	-0.1
EVERSON/DIGBY LOTS	Neighborhood Park or Playground	1.27	0.3		0.3				0.3		0.3

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 08(continued)</b>			<b>22.8</b>	<b>11.3</b>	<b>11.5</b>	<b>10.1</b>	<b>4.9</b>	<b>5.2</b>	<b>12.7</b>	<b>6.5</b>	<b>6.3</b>
FAIRMOUNT PLAZA	Neighborhood Park or Playground	0.77	0.0		0				0.0		0
GEORGE CHRISTOPHER PLAYGROUND	Neighborhood Park or Playground	6.84	2.4	1.4	1.0	0.8	0.6	0.2	1.6	0.8	0.8
JOOST/BADEN MINI PARK	Mini Park	0.14	0.1	0.1	0				0.1	0.1	0
KITE HILL	Neighborhood Park or Playground	2.85	0.1		0.1				0.1		0.1
MISSION DOLORES PARK	Neighborhood Park or Playground	16.11	2.8	2.4	0.5	1.2	0.4	0.8	1.7	2.0	-0.3
MISSION PLAYGROUND	Neighborhood Park or Playground	2.14	1.5	0.8	0.7	1.2	0.5	0.7	0.3	0.3	0
MT OLYMPUS	Neighborhood Park or Playground	0.21	0.1	0.1	0				0.1	0.1	0.0
NOE VALLEY COURTS	Neighborhood Park or Playground	1.10	0.9	0.1	0.8	0.7		0.7	0.2	0.1	0.1
NOE/BEAVER COMMUNITY GARDEN	Community Garden	0.11	0.0		0.0				0.0		0
PEIXOTTO PLAYGROUND	Neighborhood Park or Playground	0.83	0.8	0.1	0.8	0.7		0.7	0.2	0.1	0.1
PORTOLA OPEN SPACE	Mini Park	0.65	0.2		0.2				0.2		0.2
ROOSEVELT/HENRY STEPS	Mini Park	0.34	0.1		0.1				0.1		0.1
SATURN STREET STEPS	Mini Park	0.11	0.0	0.0	0				0.0	0.0	0
SEWARD MINI PARK	Mini Park	0.39	0.2	0.1	0.1	0.0		0	0.1	0.1	0.1
STATES STREET PLAYGROUND	Neighborhood Park or Playground	2.64	1.2	0.2	1.0	0.7		0.7	0.5	0.2	0.3
SUNNYSIDE CONSERVATORY	Mini Park	0.29	0.1	0.2	-0.1				0.1	0.2	-0.1
TOPAZ OPEN SPACE	Neighborhood Park or Playground	0.92	0.2		0.2				0.2		0.2
UPPER NOE RECREATION CENTER	Neighborhood Park or Playground	2.52	1.6		1.6	0.9		0.9	0.7		0.7
WALTER HAAS PLAYGROUND	Neighborhood Park or Playground	4.80	0.9	0.8	0.2	0.0	0.4	-0.3	0.9	0.4	0.5
<b>District 09</b>			<b>17.6</b>	<b>11.2</b>	<b>6.4</b>	<b>9.4</b>	<b>5.4</b>	<b>4.0</b>	<b>8.2</b>	<b>5.8</b>	<b>2.4</b>
24TH/YORK MINI PARK	Mini Park	0.12	0.1		0.1	0.1		0.1	0.0		0
ALIOTO MINI PARK	Mini Park	0.21	0.2	1.6	-1.4	0.1	0.2	0	0.0	1.4	-1.4
BERNAL HEIGHTS PARK	Neighborhood Park or Playground	25.99	0.1	0.1	0.1				0.1	0.1	0.1
BERNAL HEIGHTS RECREATION CENTER	Neighborhood Park or Playground	0.83	0.7	0.9	-0.2	0.6	0.8	-0.2	0.1	0.1	0
COLERIDGE MINI PARK	Mini Park	0.22	0.1	0.0	0.1	0.0		0.0	0.1	0.0	0.0
COSO/PRECITA MINI PARK	Mini Park	0.16	0.0	0.1	-0.1				0.0	0.1	-0.1
GARFIELD SQUARE	Neighborhood Park or Playground	3.46	1.7	0.7	1.0	1.3	0.7	0.6	0.4		0.4
HOLLY PARK	Neighborhood Park or Playground	8.15	2.2	0.6	1.6	1.1	0.3	0.8	1.1	0.3	0.8

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 09(continued)</b>			<b>17.6</b>	<b>11.2</b>	<b>6.4</b>	<b>9.4</b>	<b>5.4</b>	<b>4.0</b>	<b>8.2</b>	<b>5.8</b>	<b>2.4</b>
JAMES ROLPH JR PLAYGROUND	Neighborhood Park or Playground	2.89	1.6	0.8	0.8	0.8	0.4	0.4	0.8	0.4	0.4
JOSE CORONADO PLAYGROUND	Neighborhood Park or Playground	0.97	0.9	0.9	0	0.7	0.6	0.1	0.2	0.3	-0.1
JURI COMMONS	Mini Park	0.36	0.2	0.2	0	0.1		0.1	0.1	0.2	-0.1
MISSION RECREATION CENTER	Neighborhood Park or Playground	0.69	0.3	0.2	0.1	0.2	0.0	0.2	0.1	0.1	0.0
MULLEN/PERALTA MINI PARK	Mini Park	0.74	0.2		0.2				0.2		0.2
PALEGA RECREATION CENTER	Neighborhood Park or Playground	5.41	2.7	1.6	1.1	1.7	1.1	0.6	1.0	0.6	0.5
PARQUE NINOS UNIDOS	Neighborhood Park or Playground	0.41	0.9	0.5	0.4	0.8	0.1	0.7	0.1	0.4	-0.3
PRECITA PARK	Neighborhood Park or Playground	2.21	0.5	0.3	0.2	0.3		0.3	0.2	0.3	-0.1
PRENTISS MINI PARK	Mini Park	0.04	0.0	0.1	0	0.0		0	0.0	0.1	-0.1
ST. MARY'S PLAYGROUND	Neighborhood Park or Playground	13.68	5.2	2.6	2.6	1.6	1.1	0.5	3.6	1.5	2.1
<b>District 10</b>			<b>35.1</b>	<b>15.0</b>	<b>20.1</b>	<b>14.7</b>	<b>4.9</b>	<b>9.8</b>	<b>20.4</b>	<b>10.1</b>	<b>10.3</b>
ADAM ROGERS PARK	Neighborhood Park or Playground	2.77	1.4	0.5	0.9	0.7	0.2	0.5	0.7	0.3	0.3
BAY VIEW PARK	Neighborhood Park or Playground	43.93	0.0		0				0.0		0
BAY VIEW PLAYGROUND	Neighborhood Park or Playground	4.02	1.3	1.1	0.3	0.7	0.6	0.1	0.6	0.4	0.2
ESPRIT PARK	Neighborhood Park or Playground	2.27	0.3	0.3	0	0.2		0.2	0.1	0.3	-0.2
GILMAN PLAYGROUND	Neighborhood Park or Playground	4.53	2.3	0.9	1.4	1.2	0.3	0.9	1.0	0.6	0.5
HERZ PLAYGROUND	Neighborhood Park or Playground	6.68	3.5	0.6	2.9	1.4	0.5	0.9	2.2	0.1	2.0
HILLTOP PARK	Neighborhood Park or Playground	3.83	1.1	0.8	0.2	0.6	0.2	0.4	0.4	0.6	-0.2
HUNTER'S POINT RECREATION CENTER	Neighborhood Park or Playground	3.36	1.5		1.5	0.6		0.6	0.9		0.9
INDIA BASIN SHORELINE PARK	Neighborhood Park or Playground	11.51	0.6	0.8	-0.2	0.1		0.1	0.4	0.8	-0.3
JACKSON PLAYGROUND	Neighborhood Park or Playground	8.31	2.1	1.1	1.0	1.0	0.5	0.5	1.1	0.6	0.5
JOSEPH LEE RECREATION CENTER	Neighborhood Park or Playground	0.91	1.1	0.1	1.1	1.1		1.1	0.1	0.1	0
KELLOCH VELASCO MINI PARK	Mini Park	1.73	0.3	0.4	-0.2	0.1		0.1	0.2	0.4	-0.2
LITTLE HOLLYWOOD PARK	Neighborhood Park or Playground	1.47	0.5	0.7	-0.2	0.1		0.1	0.3	0.7	-0.3
LOUIS SUTTER PLAYGROUND	Neighborhood Park or Playground	11.96	4.5	1.3	3.2	0.9	0.3	0.6	3.6	1.0	2.6
MCKINLEY SQUARE	Neighborhood Park or Playground	2.59	0.6	0.2	0.4	0.0		0	0.5	0.2	0.4
MONSTER PARK	Concession	79.09	1.7	0.5	1.2		0.5	-0.5	1.7		1.7
PALOU/HELPS PARK	Neighborhood Park or Playground	2.62	0.1	0.3	-0.1	0.0		0	0.1	0.3	-0.2

Property		Acreage	Total FTE			Custodian			Gardener		
			Estimated	Actual	Variance	Estimate	Actual	Variance	Estimate	Actual	Variance
<b>District 10(continued)</b>			<b>35.1</b>	<b>15.0</b>	<b>20.1</b>	<b>14.7</b>	<b>4.9</b>	<b>9.8</b>	<b>20.4</b>	<b>10.1</b>	<b>10.3</b>
POTRERO DEL SOL PARK	Neighborhood Park or Playground	4.74	0.9		0.9	0.4		0.4	0.5		0.5
POTRERO HILL MINI PARK	Mini Park	0.00									
POTRERO HILL RECREATION CENTER	Neighborhood Park or Playground	11.48	3.4	2.0	1.5	1.1	0.5	0.6	2.3	1.5	0.9
RIDGETOP PLAZA	Neighborhood Park or Playground	0.28	0.1		0.1				0.1		0.1
SELBY/PALOU MINI PARK	Mini Park	0.42	0.1	0.3	-0.2	0.0		0	0.1	0.3	-0.2
SILVER TERRACE PLAYGROUND	Neighborhood Park or Playground	5.64	2.3	1.2	1.2	1.2	0.5	0.7	1.1	0.7	0.4
UTAH/18TH MINI PARK	Mini Park	0.13	0.0	0.0	0	0.0		0	0.0	0.0	0
VISITACION VALLEY COMMUNITY CENTER	Neighborhood Park or Playground	0.10	0.6		0.6	0.6		0.6			
VISITACION VALLEY GREENWAY	Neighborhood Park or Playground	2.29	1.1	0.7	0.4	0.6	0.2	0.4	0.5	0.5	0
VISITACION VALLEY PLAYGROUND	Neighborhood Park or Playground	2.10	1.1	0.6	0.6	0.7	0.4	0.2	0.5	0.1	0.3
YOUNGBLOOD COLEMAN PLAYGROUND	Neighborhood Park or Playground	6.29	2.6	0.8	1.8	1.1	0.2	1.0	1.4	0.6	0.8
<b>District 11</b>			<b>18.5</b>	<b>10.4</b>	<b>8.1</b>	<b>7.9</b>	<b>2.9</b>	<b>5.1</b>	<b>10.6</b>	<b>7.6</b>	<b>3.0</b>
ALICE CHALMERS PLAYGROUND	Neighborhood Park or Playground	1.77	1.5	0.7	0.8	1.0	0.3	0.7	0.4	0.4	0.1
BROOKS PARK	Neighborhood Park or Playground	3.72	0.5	0.2	0.3	0.0		0	0.5	0.2	0.3
CAYUGA PLAYGROUND	Neighborhood Park or Playground	2.68	1.5	1.1	0.3	0.7	0.5	0.2	0.7	0.6	0.1
CAYUGA/LAMARTINE MINI PARK	Mini Park	0.14	0.1	0.1	-0.1	0.0		0	0.1	0.1	-0.1
CROCKER AMAZON PLAYGROUND	Neighborhood Park or Playground	44.65	10.0	4.7	5.3	4.5	1.4	3.1	5.5	3.3	2.2
EXCELSIOR PLAYGROUND	Neighborhood Park or Playground	1.86	1.2	1.0	0.3	0.8	0.3	0.5	0.5	0.7	-0.2
GENEVA AVENUE STRIP	Mini Park	0.23	0.1		0.1				0.1		0.1
HEAD/BROTHERHOOD MINI PARK	Mini Park	1.04	0.3	0.1	0.2	0.0		0	0.3	0.1	0.2
LAKEVIEW/ASHTON MINI PARK	Mini Park	0.51		0.0	0					0.0	0
LESSING/SEARS MINI PARK	Mini Park	0.15	0.1	0.4	-0.4	0.0		0	0.0	0.4	-0.4
MERCED HEIGHTS PLAYGROUND	Neighborhood Park or Playground	1.23	0.9	0.8	0.2	0.7	0.4	0.4	0.2	0.4	-0.2
OCEAN VIEW PLAYGROUND	Neighborhood Park or Playground	10.20	2.4	1.0	1.4	0.1		0.1	2.3	1.0	1.3
RANDOLPH/BRIGHT MINI PARK	Mini Park	0.13	0.0	0.1	-0.1	0.0		0	0.0	0.1	-0.1

## APPENDIX D: Volunteer Hours by Park in FY 2006-07 (through March 2007)

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District	Park Name	Total Hours
District 1	Golden Gate Park	8,567
	Legion of Honor	1,031
	Park Presidio Boulevard	135
District 2	Alta Plaza	297
	Cow Hollow	66
	Lafayette Park	821
	Legion of Honor	100
	Mountain Lake Park	447
	Palace of Fine Arts	292
	Moscone Rec. Center	172
District 3	Chinese Rec. Center	220
	Huntington Park	94
	Ina Coolbrith	42
	Joe Dimaggio	120
	Justin Herman Plaza	210
	Pioneer Park	150
	Portsmouth Square	493
	Union Square	135
	Washington Square	40
District 4	La Playa and Wawona	144
	McCoppin Square	180
	Rolph Nicol Playground	18
	Stern Grove	469
	Wawona Clubhouse	12
	West Sunset	24
District 5	Alamo Square	258
	Bush Mini Park	70
	Eureka Valley Rec Center	90
	Fillmore Mini Park	38
	Grattan Playground	54
	Hamilton Rec Center	245
	Hayes Green	2
	Hayes Valley Recreation Center	9
	Japantown	36
	Kimball Playground	105
	Koshland Park	231
	Panhandle Playground	17
	Steiner Mini Park	36
	Tank Hill	8

<b>District</b>	<b>Park Name</b>	<b>Total Hours</b>
<b>District 6</b>	Boeddeker Park	540
	Franklin Square	94
	Hayward Playground	90
	Jefferson Square	20
	Kid Power Park	34
	Tenderloin Playground	80
	Turk and Hyde	30
<b>District 7</b>	Aptos Playground	210
	Balboa Park	110
	Grandview Park	12
	Harding Park	408
	Lake Merced	2,130
	Mt. Davidson	532
	Rolph Nicol Playground	204
	Sheilds/Orizaba	18
<b>District 8</b>	Buena Vista Park	754
	Christopher Playground	57
	Corona Heights	134
	Dolores Park	502
	Duboce Park	228
	Eureka Valley Rec Center	60
	Glen Canyon	822
	Juri Commons	21
	Kite Hill	2
	Mission Playground	483
	Noe Courts	34
	Sunnyside Conservatory	3
	Upper Douglas Playground	128
	Noe Valley Courts	132
<b>District 9</b>	Alioto Park	48
	Garfield Park	200
	Holly Park	60
	Juri Commons	252
	Peralta Mini Park	90
	Peralta Point	45
	Peralta Point Mini Park	61
	Precita Park	42
	St Mary's Playground	108
	Rolph Nicol Park	225



<b>District</b>	<b>Park Name</b>	<b>Total Hours</b>
<b>District 10</b>	Adam Rogers	36
	Esprit Park	60
	Gilman Playground	150
	India Basin	45
	Jackson Playground	168
	Little Hollywood	12
	McKinley Square	40
	McLaren Park	2,079
	Palou Phelps	120
	Silver Terrace	144
	Visitation Valley Greenway	1,117
<b>District 11</b>	Brooks Park	85
	Crocker-Amazon	144
	Ocean View Recreation Center	96
	Sheilds/Orizaba	4
	Cayuga Lamartine	36
<b>Total Volunteer Hours</b>		<b>28,816</b>

Source: RPD, Volunteer Division, Data FY06-07 as of March 31, 2007.

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# APPENDIX E: REC & PARK DEPARTMENT RESPONSE

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City and County of San Francisco  
Recreation and Park Department

McLaren Lodge in Golden Gate Park

501 Stanyan Street, San Francisco, CA 94117

TEL: 415.831.2700 FAX: 415.831.2096 WEB: <http://parks.sfgov.org>

September 24, 2007

Ed Harrington, Controller  
City Hall, Room 316  
Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4694

Dear Mr. Harrington:

The Recreation and Park Department (RPD) was pleased to have the opportunity to review and comment on the City Services Auditor (CSA) Annual Report on Parks and Streets Maintenance. As we complete the second full year of park inspections, the Department continues to appreciate the work that the staff of the Controller's Office contributes to the continuous improvement of the implementation of the legislation regarding park standards.

This year, RPD is in greater agreement with the information presented in the FY 06-07 report, as compared to FY 05-06. Both your agency and ours reflect an upward trend in park ratings and this greater consistency brings more credibility to the process.

The information presented in the report causes some concern to the Department. It is important that the Controller's Office be aware that RPD is striving to improve the accuracy of posted staff schedules. Information Systems staff will be reviewing the program for any potential processing errors that may remain, as well as adding validity checks. Human Resources staff will be training field staff to make updates independently to allow for more frequent schedule updates. The Department does do systematic follow up of any staff absences that do not appear legitimate, but this becomes a confidential matter handled by the supervisor and staff member and is not directly considered part of the staff schedule compliance process.

Finally, although the Department agrees with the recommendation to develop a weighting system for park scoring, this is not part of the Department's FY 07-08 work plan. As the Controller's Office is aware, our technology resources are currently focused on full implementation of sfRecOnline, as well as other initiatives in the Department.

Once again, the Department appreciates this opportunity to comment

Respectfully,

A handwritten signature in black ink, appearing to read 'Yomi Agunbiade'.

Yomi Agunbiade  
General Manager



Mayor Gavin Newsom  
General Manager Yomi Agunbiade

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## APPENDIX F: CSA STREET INSPECTIONS CITYWIDE RESULTS

Compliance with Street and Sidewalk Maintenance Standards CSA Inspections - Citywide Results with Averages		
Criteria / feature	Citywide Avg	Standard Met? (Yes/No)
<b><u>1.0 Street Cleanliness</u></b>		
1.1 Score (1.0, 2.0, or 3.0)	1.66	Y
<b><u>2.0 Sidewalk Cleanliness</u></b>		
2.1 Litter (1.0, 2.0, or 3.0 score)	1.76	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	2.6%	Y
2.3 Graffiti (# on sidewalk)	0.31	N
2.4 Illegal Dumping (Yes/No)	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N
<b><u>3.0 Graffiti</u></b>		
3.1 DPW (# of incidents)	0.87	N
3.2 Non-DPW (# of incidents)	4.09	N
3.3 Private (# of incidents)	4.23	N
<b><u>4.0 Trash Receptacles</u></b>		
4.1 Fullness	88.0%	N
4.2 Cleanliness of trash receptacles	88.1%	N
4.3 Cleanliness around trash receptacles	80.5%	N
4.4 Painting	88.5%	N
4.5 Structural integrity & function	90.4%	Y
4.6 Doors	89.4%	N
Final Rating (5 out of 6 met)	N	N
<b><u>5.0 Trees &amp; Landscaping</u></b>		
5.1 Cleanliness	54.9%	N
5.2 Tree Appearance	94.8%	Y
5.3 Weediness	68.7%	N
5.4 Clearance	92.7%	Y

\* Note: Y=Yes standard met. N=No, standard not met

These results reflect averaging of data across inspections. See individual district results.

Source: CSA inspections (March and April 2007).

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# APPENDIX G: CSA INSPECTION RESULTS BY DISTRICT

## RESULTS BY COMMERCIAL VS. RESIDENTIAL ROUTES INSPECTED (2 INSPECTIONS EACH PER SUPERVISORIAL DISTRICT)

### District 1

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.55	Y	1.34	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.88	Y	1.68	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	0%	Y	0%	Y
2.3 Graffiti (# on sidewalk)	0.40	N	0.59	N
2.4 Illegal Dumping (Y/N)	Y	Y	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	Y	Y
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.50	N	0.10	N
3.2 Non-DPW public property	3.40	N	4.90	N
3.3 Private property	7.80	N	10.60	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	25%	N
4.2 Cleanliness of trash receptacles	100%	Y	25%	N
4.3 Cleanliness around trash receptacles	100%	Y	25%	N
4.4 Painting	100%	Y	50%	N
4.5 Structural integrity & function	100%	Y	50%	N
4.6 Doors	100%	Y	50%	N
Final Rating (5 out of 6)		Y		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	17%	N	67%	N
5.2 Tree Appearance	85%	N	92%	Y
5.3 Weediness	41%	N	58%	N
5.4 Clearance	66%	N	83%	N

CONTINUED

## CSA INSPECTION RESULTS BY DISTRICT (CONT'D)

District 2	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.65	Y	1.09	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	2.13	N	1.37	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	1.0%	Y	0.8%	Y
2.3 Graffiti (# on sidewalk)	0.16	N	0.03	N
2.4 Illegal Dumping (Y/N)	Y	Y	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	Y	Y	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.00	Y	0.10	N
3.2 Non-DPW public property	5.20	N	1.00	N
3.3 Private property	2.80	N	0.30	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	0%	N
4.2 Cleanliness of trash receptacles	100%	Y	0%	N
4.3 Cleanliness around trash receptacles	100%	Y	0%	N
4.4 Painting	67%	N	0%	N
4.5 Structural integrity & function	100%	Y	0%	N
4.6 Doors	100%	Y	0%	N
Final Rating (5 out of 6)		Y		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	37%	N	72%	N
5.2 Tree Appearance	95%	Y	97%	Y
5.3 Weediness	63%	N	95%	Y
5.4 Clearance	84%	N	100%	Y

District 3	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	2.20	N	2.33	N
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.89	Y	1.88	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	4.7%	Y	1.6%	Y
2.3 Graffiti (# on sidewalk)	0.05	N	0.34	N
2.4 Illegal Dumping (Y/N)	N	N	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.17	N	0.40	N
3.2 Non-DPW public property	11.25	N	12.60	N
3.3 Private property	4.42	N	3.40	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	75%	N	50%	N
4.2 Cleanliness of trash receptacles	100%	Y	50%	N
4.3 Cleanliness around trash receptacles	100%	Y	0%	N
4.4 Painting	100%	Y	50%	N
4.5 Structural integrity & function	100%	Y	50%	N
4.6 Doors	100%	Y	50%	N
Final Rating (5 out of 6)		Y		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	11%	N	25%	N
5.2 Tree Appearance	50%	N	96%	Y
5.3 Weediness	45%	N	61%	N
5.4 Clearance	42%	N	96%	Y



## CSA INSPECTION RESULTS BY DISTRICT (CONT'D)

### District 4

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.48	Y	1.13	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.42	Y	1.20	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	1.2%	Y	1.5%	Y
2.3 Graffiti (# on sidewalk)	0.20	N	0.10	N
2.4 Illegal Dumping (Y/N)	Y	Y	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	Y	Y	Y	Y
<b>3.0 Graffiti</b>				
3.1 DPW public property	1.00	N	0.00	Y
3.2 Non-DPW public property	0.40	N	0.10	N
3.3 Private property	2.70	N	0.30	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	83%	N	0%	N
4.2 Cleanliness of trash receptacles	71%	N	0%	N
4.3 Cleanliness around trash receptacles	83%	N	0%	N
4.4 Painting	100%	Y	0%	N
4.5 Structural integrity & function	88%	N	0%	N
4.6 Doors	100%	Y	0%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	63%	N	100%	Y
5.2 Tree Appearance	97%	Y	88%	N
5.3 Weediness	63%	N	50%	N
5.4 Clearance	95%	Y	88%	N

### District 5

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.43	Y	1.47	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.73	Y	1.47	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	2.1%	Y	3.5%	Y
2.3 Graffiti (# on sidewalk)	0.03	N	0.07	N
2.4 Illegal Dumping (Y/N)	N	N	Y	Y
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.20	N	2.40	N
3.2 Non-DPW public property	0.20	N	1.50	N
3.3 Private property	0.50	N	1.60	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	100%	Y
4.2 Cleanliness of trash receptacles	100%	Y	100%	Y
4.3 Cleanliness around trash receptacles	90%	Y	100%	Y
4.4 Painting	100%	Y	100%	Y
4.5 Structural integrity & function	100%	Y	100%	Y
4.6 Doors	100%	Y	100%	Y
Final Rating (5 out of 6)		Y		Y
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	64%	N	80%	N
5.2 Tree Appearance	97%	Y	91%	Y
5.3 Weediness	87%	N	76%	N
5.4 Clearance	95%	Y	96%	Y

## CSA INSPECTION RESULTS BY DISTRICT (CONT'D)

### District 6

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.42	Y	1.55	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.95	Y	1.83	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	0.0%	Y	0.0%	Y
2.3 Graffiti (# on sidewalk)	1.06	N	0.30	N
2.4 Illegal Dumping (Y/N)	N	N	Y	Y
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	1.88	N	0.00	Y
3.2 Non-DPW public property	8.38	N	8.20	N
3.3 Private property	7.25	N	4.60	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	50%	N
4.2 Cleanliness of trash receptacles	90%	Y	50%	N
4.3 Cleanliness around trash receptacles	100%	Y	50%	N
4.4 Painting	100%	Y	50%	N
4.5 Structural integrity & function	70%	N	50%	N
4.6 Doors	50%	N	50%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	40%	N	54%	N
5.2 Tree Appearance	100%	Y	98%	Y
5.3 Weediness	100%	Y	73%	N
5.4 Clearance	100%	Y	96%	Y

### District 7

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.92	Y	1.44	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	2.33	N	1.12	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	0.1%	Y	0.0%	Y
2.3 Graffiti (# on sidewalk)	0.11	N	0.33	N
2.4 Illegal Dumping (Y/N)	Y	Y	Y	Y
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	Y	Y
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.60	N	0.00	Y
3.2 Non-DPW public property	13.03	N	2.00	N
3.3 Private property	4.87	N	0.00	Y
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	0%	N
4.2 Cleanliness of trash receptacles	100%	Y	0%	N
4.3 Cleanliness around trash receptacles	33%	N	0%	N
4.4 Painting	50%	N	0%	N
4.5 Structural integrity & function	75%	N	0%	N
4.6 Doors	83%	N	0%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	30%	N	49%	N
5.2 Tree Appearance	93%	Y	50%	N
5.3 Weediness	45%	N	50%	N
5.4 Clearance	85%	N	43%	N

## CSA INSPECTION RESULTS BY DISTRICT (CONT'D)

### District 8

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.63	Y	1.44	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.63	Y	1.41	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	1.1%	Y	0.5%	Y
2.3 Graffiti (# on sidewalk)	0.10	N	0.89	N
2.4 Illegal Dumping (Y/N)	Y	Y	Y	Y
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	1.15	N	0.30	N
3.2 Non-DPW public property	1.20	N	0.60	N
3.3 Private property	0.75	N	0.40	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	94%	Y	50%	N
4.2 Cleanliness of trash receptacles	100%	Y	50%	N
4.3 Cleanliness around trash receptacles	88%	N	100%	Y
4.4 Painting	89%	N	50%	N
4.5 Structural integrity & function	100%	Y	50%	N
4.6 Doors	65%	N	70%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	94%	Y	78%	N
5.2 Tree Appearance	99%	Y	98%	Y
5.3 Weediness	89%	N	71%	N
5.4 Clearance	95%	Y	92%	Y

### District 9

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.98	Y	2.03	N
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.92	Y	2.00	N
2.2 Grime, Leaks, Spills (% of sidewalk)	16.4%	N	8.3%	Y
2.3 Graffiti (# on sidewalk)	0.59	N	0.08	N
2.4 Illegal Dumping (Y/N)	N	N	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	3.50	N	1.40	N
3.2 Non-DPW public property	3.75	N	0.10	N
3.3 Private property	27.96	N	0.90	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	44%	N	0%	N
4.2 Cleanliness of trash receptacles	38%	N	0%	N
4.3 Cleanliness around trash receptacles	19%	N	0%	N
4.4 Painting	50%	N	0%	N
4.5 Structural integrity & function	50%	N	0%	N
4.6 Doors	50%	N	0%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	31%	N	26%	N
5.2 Tree Appearance	100%	Y	94%	Y
5.3 Weediness	76%	N	50%	N
5.4 Clearance	100%	Y	100%	Y

## CSA INSPECTION RESULTS BY DISTRICT (CONT'D)

### District 10

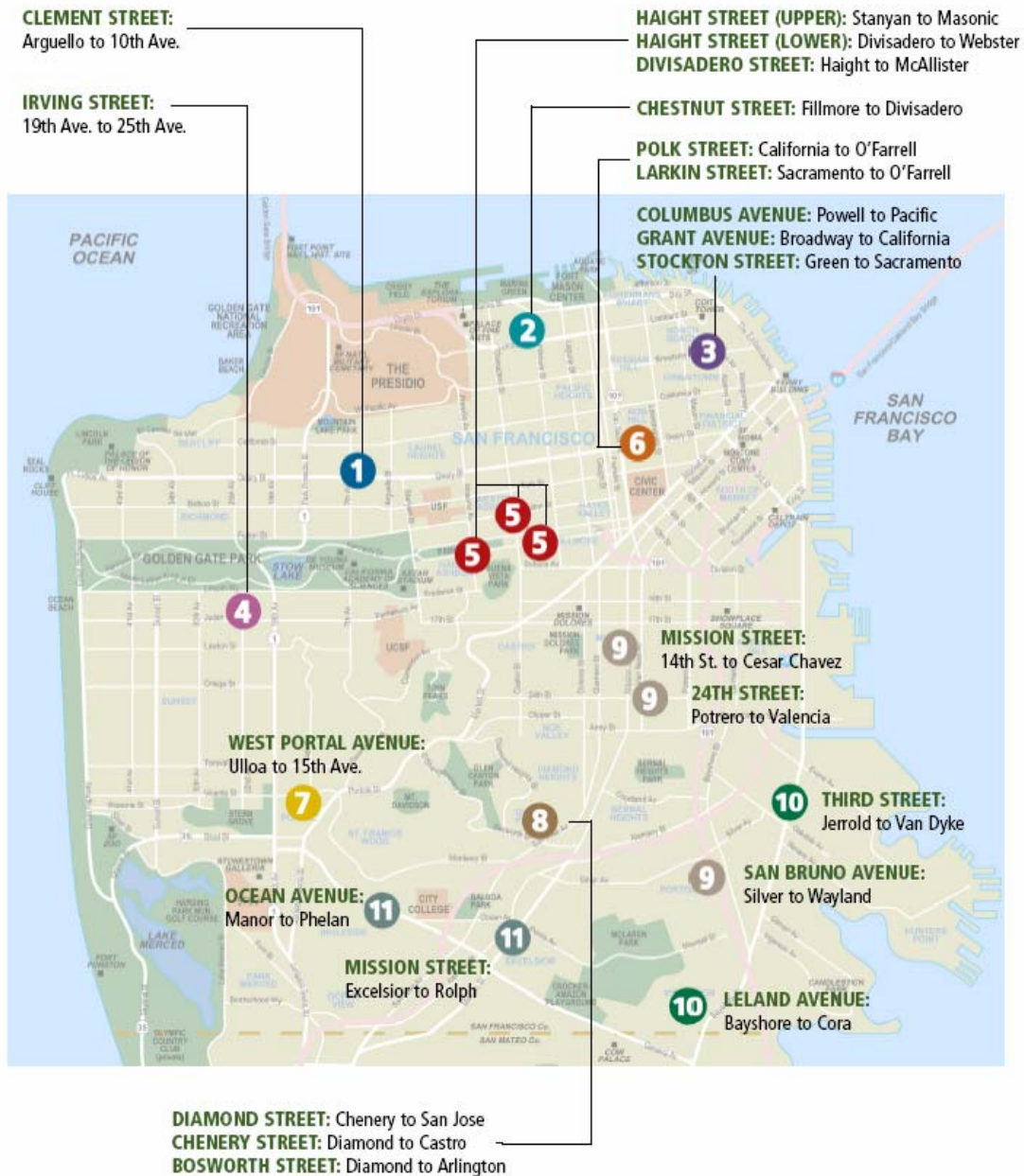
Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	1.83	Y	1.72	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	2.02	N	2.03	N
2.2 Grime, Leaks, Spills (% of sidewalk)	4.5%	Y	1.0%	Y
2.3 Graffiti (# on sidewalk)	0.21	N	0.25	N
2.4 Illegal Dumping (Y/N)	N	N	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.00	Y	5.00	N
3.2 Non-DPW public property	2.75	N	3.50	N
3.3 Private property	4.46	N	2.20	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	100%	Y	50%	N
4.2 Cleanliness of trash receptacles	100%	Y	50%	N
4.3 Cleanliness around trash receptacles	100%	Y	50%	N
4.4 Painting	100%	Y	50%	N
4.5 Structural integrity & function	100%	Y	50%	N
4.6 Doors	100%	Y	50%	N
Final Rating (5 out of 6)		Y		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	51%	N	36%	N
5.2 Tree Appearance	92%	Y	85%	N
5.3 Weediness	72%	N	29%	N
5.4 Clearance	97%	Y	95%	Y

### District 11

Criteria/feature	Commercial		Residential	
	Inspection Avg.	Standard Met? (Y/N)	Inspection Avg.	Standard Met? (Y/N)
<b>1.0 Street Cleanliness</b>				
1.1 Score (1.0, 2.0, or 3.0)	2.08	N	1.78	Y
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1.0, 2.0, or 3.0)	1.90	Y	1.87	Y
2.2 Grime, Leaks, Spills (% of sidewalk)	4.0%	Y	4.3%	Y
2.3 Graffiti (# on sidewalk)	0.50	N	0.37	N
2.4 Illegal Dumping (Y/N)	N	N	N	N
2.5 Feces, Needles, Glass, Condoms (Y/N)	N	N	N	N
<b>3.0 Graffiti</b>				
3.1 DPW public property	0.13	N	0.25	N
3.2 Non-DPW public property	2.88	N	3.00	N
3.3 Private property	2.75	N	2.48	N
<b>4.0 Trash Receptacles</b>				
4.1 Fullness	75%	N	0%	N
4.2 Cleanliness of trash receptacles	75%	N	0%	N
4.3 Cleanliness around trash receptacles	50%	N	0%	N
4.4 Painting	100%	Y	0%	N
4.5 Structural integrity & function	100%	Y	0%	N
4.6 Doors	100%	Y	0%	N
Final Rating (5 out of 6)		N		N
<b>5.0 Trees and Landscaping</b>				
5.1 Cleanliness	33%	N	98%	Y
5.2 Tree Appearance	92%	Y	100%	Y
5.3 Weediness	42%	N	100%	Y
5.4 Clearance	100%	Y	98%	Y

# APPENDIX H: LOCATION OF COMMUNITY PARTNERSHIP CORRIDORS

## THE COMMUNITY CORRIDORS BY SUPERVISORIAL DISTRICT



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# APPENDIX I: DPW DEPARTMENT RESPONSE

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City and County of San Francisco



Gavin Newsom, Mayor  
Fred V. Abadi, Ph.D., Director



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Department of Public Works  
Office of the Director  
City Hall, Room 348  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4645

October 16, 2007

Ed Harrington, Controller  
City Hall, Room 316  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Mr. Harrington:

Thank you for providing the Department of Public Works the opportunity to review and respond to the City Services Auditor (CSA) 2007-08 Parks, Streets and Maintenance Annual Report. The annual responsibility to report the level of effectiveness of the City's public services is an important one, and we thank the staff of CSA for their effort and objectivity in communicating the results of this year's survey.

In our response to the report, you will find that the Department of Public Works is in agreement with all of the recommendations provided. We are pleased to expound on changes that have been implemented as a result of DPW and CSA's joint efforts to track the effectiveness of our services and improve upon our processes and practices.

As stated in the report, DPW's contract with Mission Neighborhood Center (MNC) provides for inspections of the 20 Community Partnership Corridors and other citywide routes in alternate months. Though at present, there are only 11 inspected locations for the citywide routes (one per district), the number of locations will soon be expanded to two per district. We believe that our contract with MNC ensures that regular and consistent inspections will be conducted throughout the year and will be based on the expanded standards and collection tools created jointly with CSA. In addition to the MNC inspections, DPW staff also performs a separate assessment of each Corridor at the beginning and end of the fiscal year. The staff evaluation yields a list of specific deficiencies including instances of graffiti, cracked or dirty sidewalks, improperly maintained tree basins, damaged utility boxes, potholes, and much more. The information about these deficiencies are shared with the entities who are responsible for them, be they private property owners, DPW bureaus or other City Departments. DPW reassesses the condition of the corridors at the end of the year to add to the Prop. C assessment of the effectiveness of the corridor program.

With regard to the timing of inspections, DPW initially wanted inspections to occur prior to and directly after mechanical sweeping was conducted. The results of these inspections, over a period of more than two years, have shown that mechanical sweeping is an effective method of cleaning the City's streets. We agree that a mid-point inspection better captures the average citizen's viewpoint and in August 2007, MNC began conducting inspections at the mid-point between scheduled mechanical sweeping.

As a result of previous recommendations to analyze street sweeping schedules together with inspection results in order to make informed changes to maintenance schedules, DPW contracted with an outside engineering consulting firm to conduct a mechanical street sweeping

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*Customer Service*

*Teamwork*

*Continuous Improvement*

study. That analysis has been completed and DPW plans to meet with the Mayor's Office as well as the Controller's Office to present the study's findings and determine how to implement the study's recommendations.

Finally, DPW welcomes the idea of obtaining more detailed information on city resident perceptions of street and sidewalk cleanliness. We look forward to working with the Controller's Office to effect this recommendation.

Again, we thank you for allowing room for comment within the report and for your efforts on behalf of the citizens of San Francisco.

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Abadi", followed by a horizontal line.

Fred V. Abadi, Ph.D.  
Director  
Department of Public Works